SALES & MARKETING MANAGEMENT
FEBRUARY 20, 1984
A BILL PUBLICATION
THIRTY-FIVE DOLLARS

1984

Survey of Selling Costs

Section I: Survey Features
Exclusive Selling Cost Index
and cost-per-call estimates. Page 11.

Section II: Metro Sales Costs
Basic field selling costs
in 86 leading metro markets. Page 45.

Section III: Compensation
What salespeople are paid.
Manufacturers' representatives' commissions. Page 59.

Section IV: Sales Meetings & Sales Training
Rates and facilities in major cities.
What is spent on training. Page 71.

Section V: Sales Support & Incentives
What companies spend to support sales force efforts.
Selected incentive destinations. Page 111.

Section VI: Transportation
Fleet car operating costs. Car-rental rates.
Page 123.

PLUS
1984 Selling Expense Forecast
Expanded rep coverage and list of survey contributors.

SM0209088-30717017 AVV- DEC.

SRI
CONGRESSIONAL INFO SVC
4520 E-W HWY STE 800

BETHESDA MD 20814

1984 Survey of Selling Costs

11 Section I—Features

The 1984 Survey of Selling Costs: Something old, something new ♦ **1984 forecast: Steady as she goes** ♦ S&MM's exclusive Selling Cost Index ♦ 1984 cost per sales call: Inching up ♦ **NEW: Information please: A list of Survey contributors** ♦ S&MM's exclusive Selling Expense Index ♦ The downslide in expense costs continues—and things are looking up! ♦ **Four-day weeks and five-hour days:** A reprint from the Sept. 1, 1928 issue of Sales Management.

SURVEY HIGHLIGHTS

Where sales costs are rising the fastest ♦ Cost-per-call fluctuations ♦ **S&MM's regional and national selling cost averages and per diem indexes** ♦ High- and low-cost markets ♦ Step-by-step sequence in preparing a sales costs budget.

45 Section II—Metro Sales Costs

Selling costs in 86 major U.S. metros ♦ Lodging, meal, drink, and auto-rental costs ♦ **Per diem indexes comparing lodging and meal costs with U.S. averages** ♦ Selling costs in major Canadian markets ♦ Meal & lodging tax rates by metro market.

59 Section III—Compensation

Sales force selling expenses as a percentage of sales ♦ **Total compensation by experience level and type of plan** ♦ Compensation of sales trainees by industry ♦ **How salespeople's total compensation is growing** ♦ Manufacturers' representatives' commissions ♦ **NEW: Turnover rates by industry** ♦ Median salaries paid to college grads ♦ Alternative compensation and incentives.

71 Section IV—Sales meetings and sales training

Average cost of sales training per salesperson ♦ Sites most frequently used for sales training ♦ **Step-by-step sequence in preparing a sales meeting budget** ♦ Sales meeting costs in 30 major metro markets ♦ Conference centers: Learning away from it all ♦ **Selected resort hotels** ♦ Selected airport hotels.

111 Section V—Sales support and incentives

Selected incentive travel destinations: Locations for motivation ♦ Audiovisual equipment purchase and rental costs ♦ **Estimated 1984 advertising costs: Up a hair** ♦ Increases in trade show exhibition costs ♦ **NEW: Use of commission dollars by rep agencies** ♦ Typical trade show exhibition costs.

123 Section VI—Transportation

Fleet car operating costs by region ♦ Auto mileage reimbursement plans ♦ **Fuel cost and consumption by car size** ♦ Air fares for the 25 most-travelled routes ♦ **NEW: Auto-rental companies used by manufacturers' reps** ♦ Average cost of moving between selected cities ♦ **NEW: Annual travel expenses by rep agencies.**

VOL. 132, NO. 3

[**Sales & Marketing Management** ISSN 0163-7517], a Bill publication, is published monthly except in February, April, July, and October, when it is published twice a month. Second-class postage paid at New York, NY, and additional mailing offices. Postmaster send changes of address to: 633 Third Ave., New York, NY 10164-0563. Executive, editorial, and circulation offices: 633 Third Ave., New York, NY 10164-0563. SUBSCRIPTIONS: $42 a year, U.S.A. and Canada ($50 CDN). Foreign, $65. Allow 4 to 6 weeks for first issue to arrive. Member of the Audit Bureau of Circulations, American Business Press, Business Publications Audit of Circulation, and Magazine Publishers Assn. Copyright [Sales & Marketing Management magazine, a division of Bill Communications, Inc.], 1984. All rights reserved.

BPA ABP ABC

Survey features

1984 Survey of Selling Costs: Something old, something new
Selling Cost Index forecast: Steady as she goes
S&MM's Selling Cost Index (SCI)
Canadian Selling Cost Index
Four-day weeks and five-hour days: The biggest factor in today's high selling costs
1984: The downslide continues, and things are looking up!
Step-by-step sequence in preparing a sales costs budget
S&MM's Selling Expense Index: SEI declines again in '83
Information please: A list of Survey contributors
SURVEY HIGHLIGHTS:
1984 Cost-per-call: Inching up
Changes in U.S. Selling Cost Index components
Fluctuations in cost per sales call
Regional and national selling cost averages and per diem indexes
High-cost markets and low-cost markets
Where sales costs are rising the fastest
Evening dining costs in major cities
Explanation of cost-per-call data
I-1 Typical salespeople's call patterns
I-2 Direct sales costs of salesperson's calls
I-3 Direct sales costs per salesperson's call
I-4 Cost per call by effective call days per week
How to create your own cost-per-call efficiency index
I-5 How to compute your salesperson's call patterns
I-6 How to compute your salesperson's direct sales costs
I-7 How to compute your salesperson's per-call costs
I-8 Territory concentration factor
Step-by-step sequence in building a Sales Call Efficiency Index
I-9 Sales call efficiency index

1984 Survey of Selling Costs: Something old, something new

1984 SCI forecast: Steady as she goes

This year's increase in field selling expenses is calculated to be 6.2%, according to S&MM's Selling Cost Index (SCI). This figure, along with last year's 6.3% increase, is a welcome change from the 1977–81 period, which consistently showed annual increases of 10% or more, the highest being a whopping 21.8% jump in 1980. By 1982, however, a depressed economy, coupled with a fierce price war in the auto-rental industry, had a drastic effect on selling costs, resulting in the first-ever decline in the SCI, down by 2.3% for the year.

As far as individual expenses are concerned, all three elements of the SCI will show increases of roughly the same margin in 1984, rising between 6.0% and 6.5%.

♦ Meal costs (food & drink) are expected to show a 6% rise this year, with the improved economic picture seen as the major contributing factor, keeping them roughly in line with anticipated inflation rates.

♦ Auto-rental costs, after experiencing negative gains two years ago because of frenzied competition in the industry, will rebound to an anticipated 6.5% increase this year. This figure, virtually the same as last year's 6.7% rise, is now based on data gathered by Runzheimer and Co., and from a National Car Rental survey, due to the discontinuation of the *Official Airline Guide's Ground Transportation Supplement*, a factor that has caused auto-rental data for some cities to be unavailable (Table II-1).

♦ Lodging rates are also expected to increase by 6% overall in 1984, according to Laventhol and Horwath, the international accounting company. Last year's actual increase of 5.9% was a bit lower than anticipated, but 1984 projections call for roughly the same rate of increase now that economic conditions have stabilized.

Overall, the average weekly cost for keeping a salesperson in the field this year is expected to be $288.95, as opposed to last year's figure of $272.10. This return to more reasonable increases is expected to result in fewer cutbacks in expenditures and an increase in overall profitability, something that both salespeople and their managers will appreciate.

S&MM'S projection of 1984 Selling Cost Index (SCI)

	Average Weekly Cost 1984	1983	% Increase (Est.)
Food & drink	$163.25	$154.00	6.0%
Auto rental	290.70	272.95	6.5
Lodging	269.75	254.50	6.0
Total	**$723.70**	**$681.45**	**6.2%**
Selling Cost Index (1972 = 100)	**288.95**	**272.10**	**6.2%**

Source: *Sales & Marketing Management's 1984 Survey of Selling Costs*. Reproduction strictly prohibited.
© Sales & Marketing Management

By RICHARD P. KERN
Editorial Director
Survey of Selling Costs

Sales & Marketing Management's Survey of Selling Costs, now in its twelfth year, has always endeavored to bring its readers the most useful and up-to-date information on sales force expenditures and the many related areas that make up the realm of selling costs. This year's *Survey* is no exception. Along with our regular features and statistics on cost per call, travel and entertainment (T&E) expenditures, and our Selling Cost Index (SCI) and Selling Expense Index (SEI), the 1984 *Survey* contains a few surprises, some old, some new.

♦ Expanded coverage of manufacturers' reps, an area of increasing importance in the field of selling, with information on commissions, compensation, travel expenses, and the ways that rep agencies make use of commission dollars in their day-to-day operations.

♦ The first in a series of historical articles from past issues of S&MM dealing with the ways that salespeople can work to hold down selling costs. Understanding the *Survey's* facts and figures is only part of the selling costs picture—the other part involves the knowledge and practice of basic techniques designed to make the best use of both time and budget. The article, "Four-Day Weeks and Five-Hour Days, from our Sept. 1, 1928 issue, begins on page 18.

♦ The inclusion this year of a list of major sources of the data compiled for the *Survey*. Along with company names and addresses, a brief description of the specialized activities of each organization are listed for those users desiring more extensive information in a par-

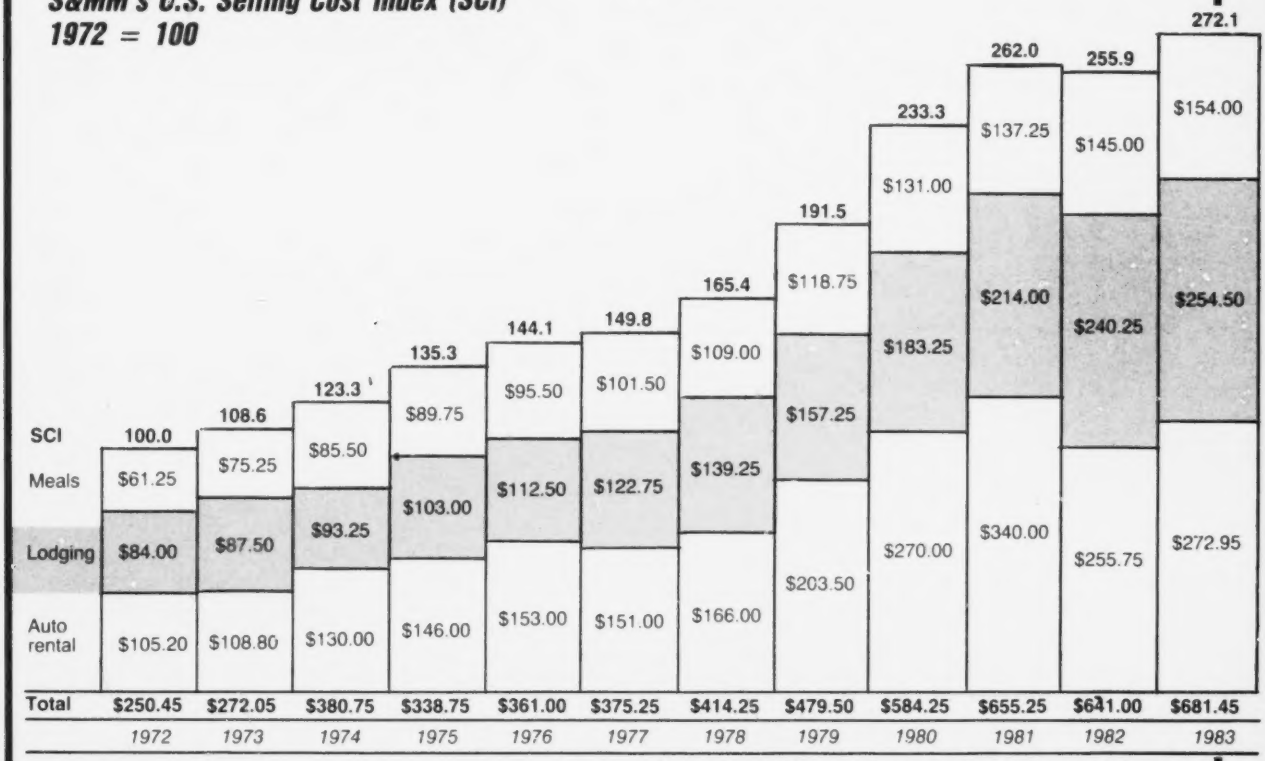
S&MM's Selling Cost Index (SCI)

The Selling Cost Index (SCI) is calculated by "costing out" a typical five-day week for a salesperson based on the 86 metropolitan markets profiled in Section II (page 46). Sales expenses are computed for the three basic costs: meals (including two drinks a day), single-room lodging, and auto rental plus mileage and gasoline for 250 miles. Taxes are not included, since they vary too widely between markets (see Table II-3, page 57). Also excluded are intercity travel costs—air, rail, and bus—because they don't occur as often as the regular SCI cost factors.

An 86-market average is computed for each SCI component, and the three resultant figures are added, producing an overall U.S. total.

In 1983, a typical week in the field cost the salesperson $681.45. The base year for the SCI is 1972, when a typical week's costs came to $250.45. The annual SCI number is derived by dividing the current year's dollar total by the base year's figure, producing a 1983 SCI of 272.1.

S&MM's U.S. Selling Cost Index (SCI) 1972 = 100



Source: *Sales & Marketing Management's 1984 Survey of Selling Costs.* Sales & Marketing Management.

The 1983 SCI increase is considerably higher than the −2.3% figure of 1982, with all of the individual components adding to the increase. Meals rose 6.2% and lodging 5.9%. The auto-rental component rose 6.7%, although this may be somewhat misleading due to a change in the sources used to gather this data. The discontinuation of the "Official Airline Guide's Ground Transportation Supplement" made it necessary for car-rental data to be gathered from Runzheimer and Co.'s auto-rental statistics and a National Car Rental survey. Even with these two sources, we were still left without standard car-rental information for the following cities: Jersey City, Long Branch, CA, Nassau-Suffolk, NY, New Bedford, MA, New Brunswick, NJ, Canton, Grand Rapids, Boulder, and Oxnard, CA. Economy-rental rates were unavailable for the following cities: Jersey City, Long Branch, Springfield, IL, Fort Worth-Arlington, Fort Lauderdale, Greensboro, NC, West Palm Beach, Tulsa, Anaheim, CA, Boulder, Oakland, Oxnard, and Riverside, CA.

ticular area. The listings can be found on page 37.

Selling Cost Index

As far as this year's figures on costs are concerned, we are forecasting a more moderate increase in field selling expenses, with the 1984 Selling Cost Index showing a projected 6.2% rise in overall T&E expenditures (food & drink, auto rental, and lodging). Last year's rate of increase was slightly higher at 6.3%, signalling a return to the upward trend of costs after 1982's first-ever decline of 2.3%, due in great part to the state of the economy and a price war in the auto-rental business that had a dramatic effect on overall costs.

Individual components of the SCI showed some variation in percentage, but all three areas stayed within 0.4% of the 1983 increase of 6.3%. Lodging, the first component, rose 5.9%, which averages out to a $50.90 daily lodging expenditure, compared with last year's figure of $48.05. Meals (food & drink) were up 6.2%, making the daily three-meal average $30.80. The third component, auto rentals, experienced the biggest individual increase at 6.7%, bouncing back strongly from 1982's −15.9%.

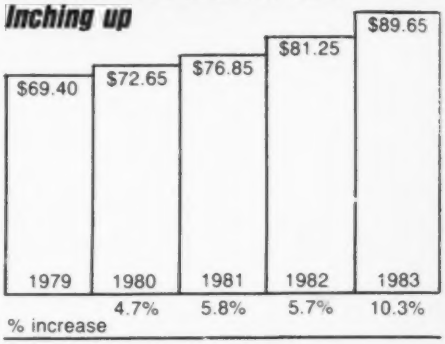
Selling Expense Index

S&MM's Selling Expense Index (page 36), on the other hand, is still on the downturn—albeit slight, making this the second consecutive drop in calculated monthly expenditures, as charted by PHH Group's Travel Expense Management Systems Div. from the expense reports of its clients. This data is the basis for the SEI, and differs from the Selling Cost Index in that it represents *actual expenditures* by salespeople rather than the per diem rates that are the basis for the SCI. A more-in-depth explanation of the SEI can be found on page 36, along with totals going back to 1972.

The distinction between these two indexes should be mentioned here, since SEI totals will be appreciably lower than figures from the Selling Cost Index. This is because sales managers (those who control the figures that make up the SEI), are always trying to offset rising costs by making use of economy facilities, corporate discounts, and other special offers. The SCI, however, reports figures provided by the hotels, restaurants, and auto-rental companies themselves, rates that appear in Section II, Metro Sales Costs (page 45).

SURVEY HIGHLIGHT

S&MM's 1984 cost per call: Inching up



Cost per call

Another of the *Survey of Selling Costs'* more popular features is the annual cost-per-sales-call update. This year's figure of $89.65 is a 10.3% increase over last year's calculation of $81.25. The accompanying chart illustrates the con-

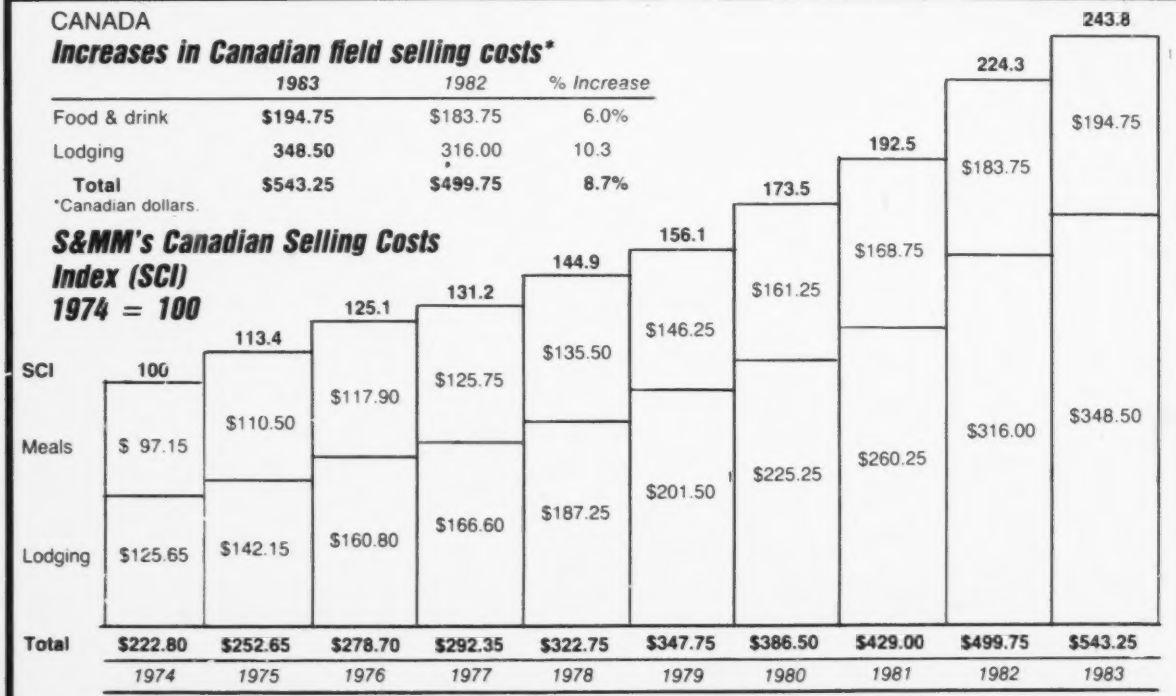
CANADA

Increases in Canadian field selling costs*

	1983	1982	% Increase
Food & drink	$194.75	$183.75	6.0%
Lodging	348.50	316.00	10.3
Total	**$543.25**	**$499.75**	**8.7%**

*Canadian dollars.

S&MM's Canadian Selling Costs Index (SCI) 1974 = 100



Note: All figures are shown in Canadian dollars. Auto-rental figures do not appear, since figures for 1983 were unavailable. Costs for previous years can be found in *S&MM's 1983 Survey of Selling Costs.*

Source: *Sales & Marketing Management's 1984 Survey of Selling Costs.* Reproduction strictly prohibited.
© Sales & Marketing Management.

tinuing rise in overall cost per call and shows the percentage of increase for each of the last four years. Note that 1983's 10.3% rise was by far the biggest jump in recent years, partly because of the increases in auto and T&E expenditures for the five different categories of salespeople (see definitions, page 40). The lowest increase for 1982–83 was that of account representatives, who charted a gain of 8.4%, and the highest, the 37.0% chalked up by service salespeople. In between, we have detail salespeople with +12.2%, sales engineers with +19.3%, and industrial products salespeople, whose expenditures in this area increased by 22.6%. Compensation, on the other hand, was down in 1983 for all types except sales engineers, whose overall compensation rose by 7.2%. In the area of cost per call for the five types, the sales engineer's figure of $105.50 was by far the highest, followed by industrial products salespeople with $79.30, account reps with $76.35, service salespeople with $56.00, and detail salespeople, $41.70.

S&MM's cost-per-call figures are often appreciably lower than those reported by two other sources, Dartnell ($152.07) and McGraw-Hill ($178.00). The differences can be attributed to the following three factors:

Coverage. Whereas S&MM data embrace consumer, industrial, and service companies, McGraw-Hill's are limited to industrial sales calls only. Because the direct sales costs of consumer and service companies are lower than those of industrial companies, it stands to reason that S&MM's ratios will be lower.

Concept. S&MM's definition of sales call costs includes only those cost components the sales executive can control. Also, the data S&MM draws upon apply to specific job functions; that is, line sales personnel below the level of regional or district manager. Respondents in the two other surveys decide for themselves as to what cost factors, such as administrative overhead, are involved in the computation of call costs.

Methodology. Both McGraw-Hill and Dartnell rely on mail surveys, leaving it up to the respondent to decide which personnel will be included. Thus respondents may include executives up to the vice president level, which would, naturally, inflate the call-cost ratio.

Section II–Section VI

Data from five other areas round out the *Survey's* statistics. Closer examination of each area provides a wealth of information that can help monitor salespeople's performance and keep costs under control. Some examples:

♦ **Metro Sales Costs.** Metro areas showing the highest per diem increases in sales costs for 1983 range from Springfield, MA, up 16.5%, to New Haven, CT, up 11.6%.

♦ **Compensation.** Total compensation for the five levels of field sales personnel (see Table III-1, page 60) showed increases in only two cases. Sales supervisors in consumer products were up 13.9%, and sales trainees in consumer products up 0.5%. Industrial products salespeople recorded either slight declines or no change.

♦ **Meetings & Training.** The per person per diem costs for sales meetings rose dramatically in San Francisco, +13.7%, Houston, +10.8%, and Dallas, +9.9%, in 1983, with the average cost of sales training rising 9.4% overall for industrial, consumer, and service companies.

♦ **Incentives & Sales Support.** Advertising costs were up 8% overall in 1983, with a rise of 9% predicted for 1984. Space-rental rates for trade shows and exhibitions are also expected to increase by 18.7% this year. Incentive destinations have been added this year in the cities of Miami, San Francisco, and Banff, BC, Canada.

♦ **Transportation.** Fuel cost and consumption rates by car size have been brought back to this year's transportation section, along with cost of relocation information and a breakdown of auto-rental companies used by manufacturers' reps. Travel expenses by rep agencies and operating costs for selected 1984 model cars are also included.

SURVEY HIGHLIGHT

Changes in U.S. Selling Cost Index components

Category	% Change 1982–83	% Change 1981–82
Lodging	+ 5.9%	+12.3%
Food & drink	+ 6.2	+ 5.6
Auto rental	+ 6.7	−15.9
Selling Cost Index	**+ 6.3%**	**− 2.3%**

Source: *Sales & Marketing Management's 1984 Survey of Selling Costs*. Reproduction strictly prohibited.

SURVEY HIGHLIGHT

Fluctuations in cost per sales call

Type Of Salesperson	Median 1983 Cost Per Call	% Change 1983–82	% Change 1982–81	1974–83 Annual Rate
Account representative	$76.35	**− 8.4%**	3.0%	8.0%
Detail salesperson	41.70	**+ 0.8**	10.0	10.6
Sales engineer	105.50	**+10.9**	5.8	8.8
Industrial products salesperson	79.30	**+ 1.9**	29.8	11.8
Service salesperson	56.00	**+ 2.2**	23.4	11.1

Note: Median 1983 cost per call is calculated from the data in the four cost-per-call tables on page 39. It is developed in this manner, with Account Representative data serving as an example. (1) Lowest direct sales cost ($38,802) divided by highest number of calls (1,140) equals $34.05. (2) Highest direct sales cost ($45,066) divided by the lowest number of calls (380) equals $118.60. (3) To arrive at the midpoint of the two cost-per-call averages, add them up ($152.65) and divide by 2, which results in a median $76.35. All figures are rounded to the nearest nickel.
Source: *Sales & Marketing Management's 1984 Survey of Selling Costs*.

Four-day weeks and five-hour days

—the biggest factor in today's high selling costs

The following article, "Four-Day Weeks and Five-Hour Days," is a reprint from the Sept. 1, 1928 issue of Sales & Marketing Management (then called Sales Management). The author, Hiram Blauvelt, was a regular contributor to this magazine in the late 1920s, publishing a total of seven pieces that dealt with basic selling techniques. At that time, the Comfort Coal-Lumber Co. was the largest such business in the state of New Jersey, operating more than a dozen separate yards up through the 1950s, when the company went out of business. As for the fate of Mr. Blauvelt, his last contact with this magazine was the contribution of the following article, after which we have no further record of his whereabouts. Any of our readers who may have further information are encouraged to contact our Readers' Services Dept. at 633 Third Ave., New York, NY 10017.

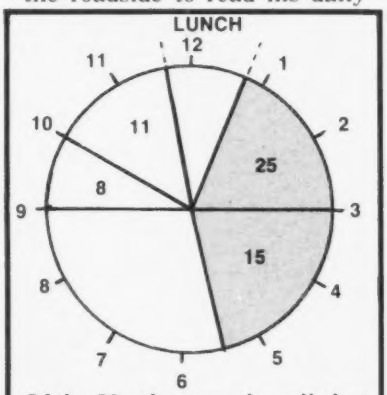
By HIRAM BLAUVELT
Vice President
Comfort Coal-Lumber Co.

In these days of close margins and intensive competition, every executive is analyzing every phase of his business in an attempt to squeeze out unnecessary expense items and reduce high operating or overhead costs. One particular figure toward which presidents, vice presidents, and sales managers are directing a great deal of attention is the high cost of personal selling.

Several phases of this can be checked accurately through regularly available figures, for example, through expense accounts and cost of salesmen's cars. These figures are usually demanded for the purpose of curbing needless expenditures or the extravagant taste of salesmen who have not the fullest interests of the company at heart.

There are, however, far more serious phases of the problem of personal selling expense which are very difficult to analyze or control because they are by nature so abstract. Perhaps, however, the most expensive part about selling today is the time a company's salesman spends in *not selling*.

Substantially, this breaks down into two parts, the time the salesman actually spends travelling from customer to customer or prospect, and the time he spends *waiting* for the opportunity to talk to his customer *after* he arrives at that customer's place of business. Provided a salesman is conscientious and does not stop along the road for purposes of recreation, curiosity in sideshows, or just for a rest under a tree by the roadside to read his daily paper (which many of us have often observed), the actual travelling time between points is a difficult one to hasten, change, or vary. The problem therefore resolves itself into a question of how much time a salesman spends "waiting to sell."



Of the 59 salesmen who called at the Comfort Coal-Lumber offices during a 10-day period, only 8 arrived before 10:00 a.m.; 11 came between 10:00 and 11:45, while the remainder were all interviewed during the afternoon. Because 25 men called between 12:45 p.m. and 3:00 p.m., almost every one in this group had to wait to see the buyer and had to run the risk of having his interview cut short because of the long line of salesmen waiting.

Careful investigation would show the cost of waiting to be a truly stupendous figure, and in many cases a highly unnecessary sales expense. It has always struck me that a clever salesman, by changing his own travelling and selling habits to coincide with the habits of each individual customer, could very easily reduce his own waiting time to a minimum, rather than aimlessly taking "pot luck" at finding the man who has the buying "say so" at home, unengaged, or away for the day.

Much of the waiting time expense is the salesman's own fault. One purchasing manager has stated that in a given week where 5 salesmen will call on a Monday morning, 20 or 25 salesmen will call on Tuesday. He declares that most salesmen belong to what used to be called the OTIF club, or the "Out Tuesday in Friday Club."

In our own company, we have made a study of salesmen's calls and they quite fairly bear out this statement. As a gauge with which to measure the figures quoted below, a résumé of our purchasing manager's activity during the month of March indicates that: 287 purchase orders were placed during the month; 42 inquiries for prices mailed out; 203 salesmen were interviewed (83 lumber salesmen, 62 mason material salesmen, and the remainder of salesmen for specialty items such as nails, paint, roofing, etc.); 150 or more carloads of materials were received, unloaded and warehoused for resale.

Every branch yard was visit-

SURVEY HIGHLIGHT

S&MM's regional and national selling cost averages and per diem indexes: 1983

Region	Lodging	Meals	Per Diem Total	Per Diem Index	Cost Of Two Drinks
Northeast	$53.75	B $ 4.45 L $ 6.65 D $15.45	**$80.30**	104	$4.70
Midwest	46.10	B $ 4.30 L $ 6.10 D $14.55	**71.05**	92	4.25
South	51.30	B $ 4.45 L $ 6.85 D $15.05	**77.65**	101	4.95
West	51.95	B $ 4.95 L $ 7.05 D $14.70	**78.65**	102	4.40
U.S.	**$50.90**	**B $ 4.55** **L $ 6.70** **D $14.95**	**$77.10**	**100**	**$4.60**

Note: B—breakfast, L—lunch, D—dinner. Per diem index is the ratio between a region's per diem total and the U.S. per diem total.

Source: *Sales & Marketing Management's 1984 Survey of Selling Costs.* Reproduction strictly prohibited.

ed by the purchasing agent once a week on Thursdays, and conferences were held with the yard manager as to stocks needed, new items required, etc.

Inasmuch as a great deal of our purchasing is routine buying of staple products from established sources, we probably do not have as many salesmen approach our purchasing agent for an interview as we would if we were continuously buying new products, such as a department store does. On the other hand, in view of our regular established sources, the conclusions to be drawn from our figures are even more serious because salesmen who do call should know our buying habits and the personal habits of our purchasing manager rather well by this time. The fact is that his interviewing hours are congested despite this familiarity with his habits.

Our check up would seem to indicate that most salesmen do most of their work on Tuesday and Wednesday, Monday as a rule being a fairly low day, Friday tapering off and Saturday registering practically nothing, often no calls at all. An analysis of the fairly busy pre-vacation month of June shows that calls were bunched as follows:

Monday—31
Tuesday—42
Wednesday—43
Thursday—1 (yard inspection)
Friday—39
Saturday—2

Supplementing these figures, our purchasing manager states that Monday is usually a fairly light day, Friday begins to taper off, and Saturday falls to practically nothing. His heaviest day is usually Tuesday, as though the selling organizations just got started for the week at this time and this carries over until Wednesday. He says that salesmen are always trying to impress on him how early they had to leave home in order to get to see him at our office at 9:00 a.m. Most of them claim they had to leave home at 7:30 a.m., particularly if they live in a very distant part of the territory. Indeed, one chap claims he left his house at 5:30 a.m. to cover his shore points, but he did not say, remarks our purchasing manager, whether he was going down on business or for a swim!

During the 10-day period between Aug. 6 and Aug. 15, 59 salesmen called at our office between the hours of 9:00 a.m. and 5:30 p.m., only 19 being interviewed in the morning. Only 8 arrived before 10:00 a.m., while 11 drifted in between 10:00 a.m. and 11:45.

The balance of these 40 men were all interviewed during the afternoon; 15 of them were interviewed from 3:00 p.m. to 5:30.

This means that there was an extremely congested interview period between 12:45 p.m. and 3:00 p.m., when 25 salesmen called for interviews on one or another of these days. In other words, the early afternoon seems to have been a very popular hour to call and a salesman dropping in at this hour of the day would have more waiting time and less chance of getting an interview than at any other time of the morning or afternoon.

Furthermore, his chances of selling us would be correspondingly lower since he would be granted less time by the purchasing manager, and would, with the rush and press of other men to be interviewed, receive only part of his distracted attention. No purchasing manager, I care not who he is, can realize that he has a line of salesmen waiting to see him, and give the man he is actually interviewing at any given moment the same undivided, leisurely, and thorough audience that he would if he felt there weren't such a queue of men waiting.

In short, it would seem that very few early birds are out catching worms before 10:00 in

MON.	TUE.	WED.	THU.	FRI.	SAT.
31	42	43	YARD INSPECTION	39	2

A graphic picture of the congestion in the buyer's office on Tuesdays and Wednesdays which occurs because the majority of salesmen insist upon calling on those days. Salesmen apparently have a rather difficult time getting started on Mondays—and only two men who called at the Comfort Coal-Lumber office during the month of June came on Saturday!

the morning, which could really be the most effective selling time because there is less competition for interviews at that hour than at any other during the day.

A friend of mine recently told me that he had an appointment with a man in New York at 9:00 a.m. When he arrived at the office there was not a single salesman there, but at 10:30 a.m., when he was leaving, there were at least 20 salesmen waiting, piling up sales expense through the sheer waste of waiting.

One reason for the high sales expense and long waiting time is that salesmen do not analyze the personal habits of the individual purchasing managers on whom they call, or the general buying habits of the companies they represent.

SURVEY HIGHLIGHT

High-cost markets and low-cost markets

Highest sales costs

Rank	Metro Area	1983 Per Diem Index U.S. = 100
1.	New York	160
1.	San Francisco	160
3.	Washington, DC	147
4.	Chicago	143
5.	Los Angeles-Long Beach	139
6.	Newark, NJ	128
7.	New Orleans	127
8.	Miami	125
9.	Boston	124
9.	Atlanta	124

Lowest sales costs

Rank	Metro Area	1983 Per Diem Index U.S. = 100
86.	Canton, OH	73
85.	Dayton	74
84.	Riverside-San Bernardino, CA	78
83.	Des Moines	79
82.	Indianapolis	81
82.	Springfield, IL	81
80.	Memphis	83
80.	Wichita, KS	83
80.	Omaha	83
77.	Akron	84
77.	New Bedford-Fall River-Attleboro, MA	84
77.	Louisville	84
77.	Greensboro-Winston Salem-High Point, NC	84

Source: *Sales & Marketing Management's 1984 Survey of Selling Costs.*

For example, our purchasing manager goes on an inspection trip of all our yards every Thursday. Despite the fact that he has been doing this for about two years, there are still salesmen who should know better, who call at this office at headquarters and expect to see him on Thursdays! Naturally, this is altogether a waste call. The salesman must return the following day or skip us completely for that week or until his next trip.

Often when we take on new lines our sales manager must sit in on the original negotiation and pass on the manufacturer's sales policies, dealer protection, advertising, dealer helps, etc. It is quite fitting that he should have a voice in what is bought, because he is the man who will be responsible for selling it, and he naturally will veto the purchase of any product which his department cannot sell. We have a managers' meeting every Friday afternoon. Our sales manager sits in at this meeting, and although salesmen should know all about this meeting, which has been held for three years on Friday afternoons, they still drop around Fridays for interviews. They simply don't know our company habits, although they have had ample time to study them.

Office hours vary

Consider the matter of office hours. Too many salesmen take it for granted that every business runs on banker's hours, 9:00 a.m. to 4:00 p.m. In many industries governed by local conditions, hours are different. For example, in practically all building supply yards, the hours are 7:30 a.m. to 5:30 p.m., because the mechanics who use our materials start to work at 8:00 a.m., and want a delivery of goods before then. In some sections the starting time is 7:00 a.m. This means that a salesman calling on us at 9:00 a.m. has a pretty fair chance for a good interview; giving our purchasing manager an hour to go through his mail would even enable salesmen to drop in at 8:30 a.m. and have an almost uninterrupted interview without competition. So local conditions within an industry vary the time salesmen may call with success, yet the salesmen seem to insist on cramming in their full day's calls within the hours of 10:00 a.m. and 4:00 p.m., or sometimes as early as 3:30 p.m.

The average salesman doesn't know enough about the working and personal habits of the purchasing manager he is regularly calling upon. We find that many salesmen have no idea when our purchasing manager goes to lunch. It is an odd time, to be sure, 11:45 to 12:45, and yet this detail of information could easily have a salesman save 15 to 20 minutes waiting, and increase by one the number of calls he was able to make that day.

Wasteful waiting

In the case of other retail stores, many owners and purchasing managers have a habit of going to the city on buying trips once a week, or on a certain afternoon a week. Every detail like this is valuable to a salesman, since it means that he will save himself a fruitless trip if he knew it beforehand, and so eliminate wasteful waiting or wasteful travelling.

Primarily the great cost of selling at the present moment seems to be one of waiting! Surely a close analysis of the facts as listed above can be applied by sales managers to their own selling problems and sales forces, to effect a reduction of selling expense and to increase efficiency per call by their salesmen.

It certainly would seem that a very large part of the present high selling and waiting expense is the prevalence of the idea that the selling activities of five days can be crammed into the center of the week where the competition of time, attention, and interviews is the keenest of all. Wanted: more intelligent planning of calls. Deeper study of buying habits. And—more alarm clocks!

1984: The downslide continues, and things are looking up!

By H. ROBERT HEID
Director
Travel Expense Management
PHH Group

What's in store for 1984? For sales force expenditures, at least, things are getting decidedly better. Over the past three years, the annual increase in travel and entertainment (T&E) expenditures has dropped sharply, with the 10%-plus figures of the past finally under control as inflation rates slow and company cutbacks start to show results. This year's 7% rise is down noticeably from last year's 9%–11% estimate.

Compared to the four-year period of 1977–81, recent increases are mere peanuts. Some 19%, 15%, and even 20% annual increases were commonplace during this period, and many companies resorted to drastic measures to bring runaway costs under control.

This is not to say, however, that companies aren't spending money on their sales forces. Annual T&E outlays hit $72 billion last year, a 30% increase from just two years ago. Studies point to T&E as the third highest overhead cost in most companies. The business travel investment accounts for between 5% and 36% of each profit dollar in the corporate sector.

Where is all of this money going? The three most common expenditures—meals, lodging, and transportation—account for the greatest part of the sales force expense budget, with miscellaneous entertainment and communications costs eating up the rest. But in order to see where the biggest increases will be this year, let's examine each of the individual components and the reasons behind the percentages.

Meals. We see salespeople buying as many dine-alone meals as they did last year, halting a downward trend in frequency. As far as cost per meal is concerned, we anticipate no slowdown in the regular trend upwards. This leaves us with an overall net figure of plus 6% at the end of 1984.

Lodging. Up 9%. Mostly the result of pass-along costs to the customer. Higher energy bills, for example, will ultimately be reflected in higher rates. Other costs that are likely to find their way onto your lodging bill include the effect of disappearing service commissions from the telephone companies. Steeper state and local taxes will also have an impact.

Air travel. Although many discounted fares will remain on the scene, the total price of dis-

When you need proven, professional sales talent...

WE FIND WINNERS!

Sales Consultants specializes in finding high-scoring sales professionals whose game strategy nets outstanding sales and marketing results. The success-oriented pros you want and need to spark your sales and marketing efforts.

Sales Consultants get results fast. **And there's never a fee until you hire one of our winners!**

Look in the White Pages for the Sales Consultants office nearest you. Every one of the more than 100 offices nationwide is unbeatable. After all, we didn't get to be the nation's largest sales and marketing search firm by relying on long shots!

SALES CONSULTANTS®
Finding and placing sales and sales management talent is our only business.®

Circle No. 132 on Reader Service Card

counted tickets will edge upward. Industry labor costs will also affect ticket prices, as will the cost of newer, energy-efficient aircraft now being produced. Fuel prices will hold steady, we hope, but all things considered, overall airline expenses will climb 11% over the course of the year.

Auto rental. Rates in the first quarter should remain at roughly the same level as those at the end of 1983. However, new-car vs. used-car price differences and the model mix will eventually upset stability, and year-end rates will be up by 9% or more.

Entertainment. The average company will continue to give this area its closest attention, with cutbacks becoming more prevalent, as the carte blanche attitude of previous years disappears. Prediction: Up 3%.

Miscellaneous. The catchall column in expense accounts, this cost consistently falls between 4% and 6% of total expenditures. A list of expenses considered as miscellaneous runs the gamut from valet service to country club dues. Not an easy one to predict, but historically, the numbers have always been in the range of a 5% increase from year to year. The same should hold true for 1984.

To sum up, for 1984 we are projecting an overall rise of 7%, a 2%–3% drop from last year's figure. Here's hoping the trend continues!

SURVEY HIGHLIGHT

Where sales costs are rising the fastest

Metro Area	*Per Diem 1982–83*	*% Increase 1981–82*
Springfield, MA	16.5%	3.4%
Providence	14.3	18.5
Jersey City	14.1	15.7
Orlando	13.7	10.4
Syracuse	13.3	12.6
Atlanta	12.9	11.1
Little Rock	12.9	7.4
Omaha	12.8	7.3
New Haven	11.6	12.4
U.S.	**5.9%**	**9.9%**

Note: Although U.S. per diem costs (meals & lodging) rose only 5.9% last year as opposed to 9.9% in 1982, selected metro areas showed increases significantly higher than the average.
Source: *Sales & Marketing Management's 1984 Survey of Selling Costs*

Kelly Marketing checks billboards for America's largest outdoor advertiser.

Now what can Kelly do for you?

When a national company wanted to know if their cross-country billboard buy was effective, they found Kelly Marketing a cost-effective answer across the board. Kelly monitored thousands of postings–on billboards and bus cards–in over 70 locations. Without overhead! Without overtime! Without costing their sales force time!

The Marketing Division of Kelly Services has qualified temporary help to manage just about any routine marketing task you might have–just about anywhere. With 460 branch offices across the U.S. and our exclusive Video Training Network, we can teach qualified people to handle even detailed assignments.

And you're assured satisfaction with Kelly's 100% guarantee!

For more details on what Kelly Marketing can do for you, call or write Bob Williams, GPO Box 1179, Detroit, Michigan 48232, (313) 362-4444.

©1983 Kelly Services, Inc.

Circle No. 166 on Reader Service Card

Step-by-step sequence in preparing a sales costs budget

(Bold-faced numbers in the chart refer to explanations below)

TERRITORY
PERIOD

FORECAST OF FIELD SELLING EXPENSES

1. Major Cities	2. Forecast Sales	3. Budgeted Salaries	4. Lodging	5. Food And Drink	6. Auto Rental	7. Misc. (Parking, Taxi, Tips)	8. Entertainment	9. Other Travel	10. Promotional	11. Total City Expenses
_____	_____		_____	_____	_____	_____	_____	_____	_____	_____
_____	_____		_____	_____	_____	_____	_____	_____	_____	_____
_____	_____		_____	_____	_____	_____	_____	_____	_____	_____
12. Total	$_____		_____	_____	_____	_____	_____	_____	_____	_____
13. % Total/ Territory	_____%		_____%	_____%	_____%	_____%	_____%	_____%	_____%	_____%
14. Total Territory	$_____		_____	_____	_____	_____	_____	_____	_____	_____
15. Budgeted Salaries	$_____									
16. Forecast Expenses	$_____									
17. Total Expenses	$_____	÷ Forecast Sales	$_____	=	Gross Dollar Return On Sales	_____%				

How Effective Is Your Sales Force?

No matter what your answer, we'll make it better.

Compumark

The experts in Computerized Sales Call Reporting and Territory Management Systems.

Call our Sales Department today (215) 353-7400

Nielsen Compumark

335 Bishop Hollow Road, Newtown Square, Pa. 19073

STEP-BY-STEP SEQUENCE IN PREPARING A SALES COSTS BUDGET

1. List the major cities in your territory that are included in Section II: Metro Sales Costs.
2. Enter the forecast sales for each city.
3. List in total only the budgeted salaries of the territory sales manager and salespeople as fixed costs.
4. Estimate the number of nights to be spent in each city and multiply by the lodging averages shown in Section II.
5. Estimate the number of meals and drinks per day in each city (S&MM assumes an allowance of two drinks per day per salesperson) and multiply by the appropriate food and drink medians that are shown in Section II.
6. If an auto will be rented, estimate the number of miles per week. *Multiply* the number of days by the rate per day, *add* the sum of the number of miles times the rate per mile, *add* insurance of $2 per day, and substract your company discount (if any). Auto-rental data are in Sections II and VI.
7. Estimate the miscellaneous expenses.
8. Add entertainment costs by multiplying the dinner and drink rates (for each city) by the number of clients or customers entertained.
9. Estimate other travel expenses—air, train, or bus fares—that may be incurred in trips to the home office or the sales meeting.
10. Estimate promotion expenses by including advertising, sales promotion, trade shows, meetings, and so on that may be charged to the territory.

(continued on next page)

Circle No. 126 on Reader Service Card

Look into LCS Inquiry Handling & Lead Fulfillment instead—it gives you answers straight from the computer.

- ☐ ***Shortens*** your response time to an inquiry
- ☐ ***Qualifies*** inquiries and responds only to bonafide leads
- ☐ ***Handles*** all literature fulfillment within 24 to 72 hours
- ☐ ***Follows-up*** and ***profiles*** qualified prospects through customized **In-WATS/Out-WATS telephone services**
- ☐ ***Phones-in*** "hot leads" to your sales force immediately
- ☐ ***Notifies*** your sales force with comprehensive lead cards that provide valuable prospect information
- ☐ ***Tracks*** leads and provides feedback on all sales calls made
- ☐ ***Evaluates*** every medium and mailing used to generate leads
- ☐ ***Reduces*** cost per lead and cost per sale figures through more cost-effective selling
- ☐ ***Pays*** for itself by increasing the conversion ratio of leads-to-sales

LEAD PROCESSING TURNAROUND TIME AN INCREDIBLE 24 HOURS!

Using our **In-WATS/Out-WATS** telephone facility, the LCS system *validates, pre-screens* and *assigns* leads to the proper salesman in a processing time of 24 hours.

COMPUTER GENERATED REPORTS PINPOINT PROGRESS AND HELP YOU PLAN YOUR NEXT MARKETING THRUST.

An *Advertising Report, Monthly Status Report* and *Monthly Lead Listing Report* enable you to measure and compare the effectiveness of every ad and medium used—as well as evaluate all sales force activity. What's more, a *Master File* created from your inquiries provides a veritable data bank of qualified leads for future campaigns.

Call TOLL FREE or write today for complete, detailed information.

LCS Lead Fulfillment. We put time on your side.

LCS Industries, Inc.
120 Brighton Road, Clifton, NJ 07012-1694

TOLL-FREE
IN NJ:
800-522-4503

ELSEWHERE:
1-800-526-7443

(EXT 225)

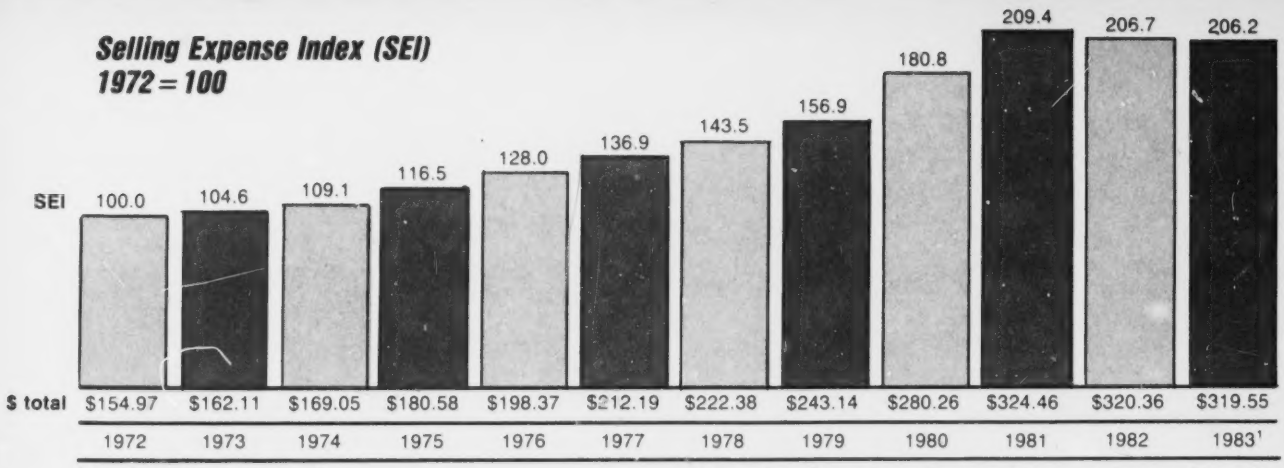
11. Total expenses across columns 4 to 10 to derive expenses by city.
12. Total all expenses shown in columns 4 to 11.
13. Calculate the percent of the territory's sales that will be accounted for by total sales of the cities listed; do the same for expenses. *A possible shortcut*: Assume that a city's percentage of total territory sales will be the same as its share of total territory expenses.
14. Enter the expected total sales of the territory.
15. Enter total budgeted salaries.
16. Enter total forecast expenses for the cities from column 11. Total salaries and expenses should be adjusted for any overhead—rent, utilities, secretarial expenses—charged to the sales office.
17. Add salaries (item 15) and expenses (item 16). Subtract total expenses (item 17) from forecasted sales (item 12), giving the gross dollar return on sales. This gross dollar return can then be converted to a percentage figure by dividing by the forecast sales total. Comparing the percent shown here with your company's targeted profit ratio tells you if you are on target. If you are not, analysis of the data may suggest the reasons why.

SURVEY HIGHLIGHT

Evening dining costs in major cities

City	*Estimated Cost for 2 Range*	*Median*
Atlanta	$ 60.85–$101.35	$91.60
Boston	57.05–106.60	75.90
Chicago	77.95– 87.75	82.00
Cleveland	62.70– 83.85	74.05
Dallas	124.45–152.70	135.45
Detroit	69.90–122.50	76.80
Houston	63.25–122.15	103.75
Los Angeles	52.25–141.20	103.85
Miami	90.60–107.30	99.60
Minneapolis	87.05–104.30	95.35
New York	94.00–165.50	117.55
Philadelphia	83.25– 99.65	90.60
San Francisco	71.40–112.70	98.75
St. Louis	72.40–105.10	83.95
Washington, DC	75.15–146.50	124.00
15-city average	**$76.15–$117.30**	**$96.90**

Definition: Cost is for dinner (prime rib or the house specialty, excluding entrees such as lobster which are priced at current market prices) for two persons at a white tablecloth restaurant selected from the 100 top restaurants for business dining in S&MM's Business Executives' Dining Awards. The price includes two cocktails apiece, one bottle of wine, tax, and 15% gratuity.
Source: Sales & Marketing Management survey.



[1]Year-to-date through November.
Note: Includes average monthly spending for meals, lodging, auto rental, and entertainment. Auto-rental data not reported separately prior to 1979.

Source: PHH Group, Travel Expense Management Systems, *Travel Expense Management Report*.

SELLING EXPENSE INDEX

SEI declines again in '83

Fewer overnight trips and more efficient planning by business travel executives has contributed to the second straight decline in S&MM's **Selling Expense Index (SEI)**, which measures *actual spending* by salespersons. Client reports to PHH Group's Travel Expense Management Systems Div. show average monthly spending on meals, lodging, auto rental, and entertainment to be $319.55, down slightly (.25%) from last year's total of $320.36.

Of the four expenses charted, the main contributors to the decline, meals and entertainment, showed decreases of 5.8% and 6.5% respectively. When placed against the backdrop of the five-year period 1978–83, (which shows meal costs up by 23.1%, for example), we see that the declines of the last two years have not been able to completely offset the tremendous increases recorded prior to 1982. Tighter control over these areas in recent years has begun to pay off though, with the average number of meals per month decreasing to 13.1, as opposed to 19.1 just two years ago. Lodging frequency has also experienced a decline, with the average number of nights a salesperson spends in a hotel hitting 2.9 per month, compared to an average of 3.6 for the 1978–82 period.

Some other areas that PHH charts that do not show up in SEI calculations, things such as postage & supplies and telephone costs, reveal some surprises. Expenses for postage & supplies, after experiencing an 89.8% total increase in 1982, have fallen off slightly, show-

(continued on page 38)

Meet with us...
and discover our treasures.
When everyone feels they've made marvelous discoveries, your meeting is a success.
Discover the treasures of sun-bleached beaches and brilliant sunsets. 36 holes of championship golf, twenty Har-Tru tennis courts. Gourmet dining and elegant accommodations with a staff waiting to pamper and spoil you.
Longboat Key Club offers excellent meeting facilities, fully equipped conference rooms and a staff ready to guarantee smooth sessions. Three meeting rooms accommodate groups of 15 to 200 guests.
Only seven miles from Sarasota's jetport ...at Arvida's island resort community on the Gulf of Mexico.
Call Jacque Bowen for information and she will send you a small cache of treasure that hints at what success your meeting will have at Longboat Key Club. Toll-free outside Florida 800-237-8821; in Florida 800-282-0113.
LONGBOAT·KEY·CLUB
An Arvida Resort Community
301 Gulf of Mexico Drive · Dept. SMG · Longboat Key, Florida 33548 · Tel. 813 383 8821

Circle No. 158 on Reader Service Card

Information please

The following consulting organizations and associations are major sources of the data used in *S&MM's Survey of Selling Costs*. For those desiring more specific information on a particular topic, the name and address of each company is listed below, along with a brief description of their activities.

♦ **The Conference Board, Inc.,** 845 Third Ave., New York, NY 10022 (212-759-0900). Publishes periodic reports on compensation of field sales representatives, conducts research, and publishes studies on business economics and management experience. Also conducts seminars in these areas.

♦ **Dartnell Corp.,** 4660 Ravenswood Ave., Chicago, IL 60640 (312-561-4000). Publishes biennial *Survey of Sales Force Compensation*, as well as materials for business executives, managers, salespeople, and supervisors dealing with training and development. Also sponsors seminars.

♦ **Manufacturers' Agents National Assn. (MANA),** 2021 Business Center Dr., Irvine, CA 92713 (714-752-5231). Professional association for manufacturers' reps. Publishes *Agency Sales* magazine, as well as an annual survey of reps' commissions and operating expenses.

♦ **PHH Group, Peterson, Howell & Heather, Inc.,** P.O. Box 2174, Baltimore, MD 21203 (301-667-4000). Provider of cost control and analysis systems for corporations, utilities, and municipalities in the area of transportation, automotive fleets, and transfer and relocation of employees. Also gathers statistics relating to these areas.

♦ **Runzheimer and Co., Inc.,** Runzheimer Park, Rochester, WI 53167 (414-534-3121). An international management consulting company specializing in travel and living costs. Publishes *Runzheimer Reports on Transportation* and *Travel Management*.

♦ **Schonfeld & Associates,** 2550 Crawford Ave., Evanston, IL 60201 (312-869-5556). A management consulting company that publishes an annual study of advertising and promotional expenditures of major U.S. corporations, as well as other forecasts and tracking studies in the areas of marketing and advertising.

♦ **Technomic Consultants,** 1 North Wacker Dr., Chicago, IL 60606 (312-346-5900). The major provider of data for the *Survey of Selling Costs*, this Chicago-based consulting company works with all phases of the business planning process, from plan formulation and market research to strategy development and implementation. Their data base is the source of our metro sales costs tables as well as data on cost per call, meetings, and sales training.

With the Sales Planner,™ call reports, expense reports, client lists and sales letters can be as easy as a coffee break.

In the time it takes to have a coffee break, you or your secretary can do all the paperwork that used to take hours. That's because the Sales Planner from National Microware is so easy to learn you'll be up and running on the computer in 30 minutes or less.

The Sales Planner is compatible with desktop or portable computers from IBM, Kaypro, Xerox, TRS-80 (with CP/M), Osborne and all other computers utilizing CP/M,* PC-DOS* or MS-DOS* operating systems.

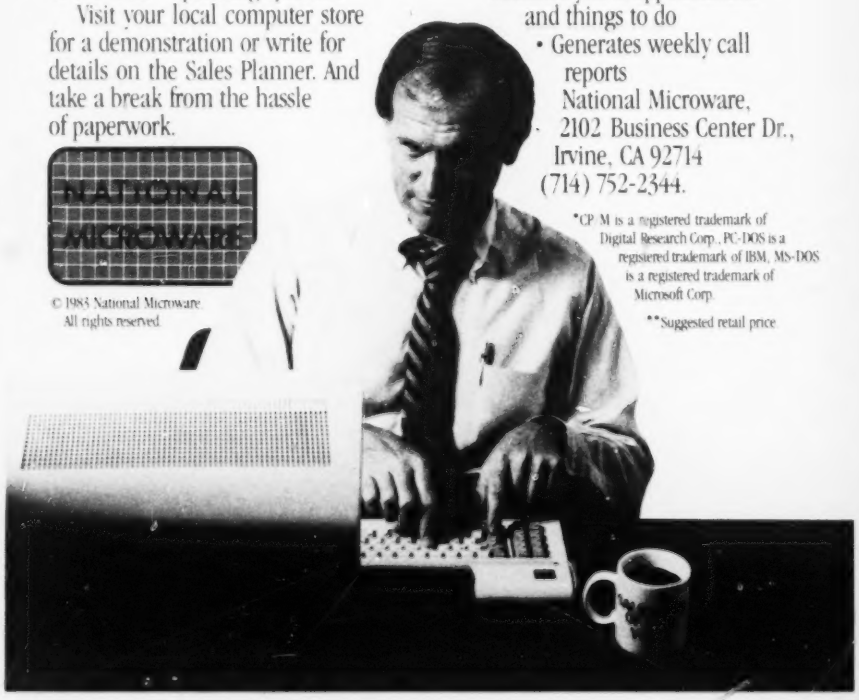
Visit your local computer store for a demonstration or write for details on the Sales Planner. And take a break from the hassle of paperwork.

Sales Planner— $295.**

- Produces sales forecasts and analyses
- Records sales by customer and product
- Maintains customer/prospect lists
- Types perfect letters, memos, etc.
- Prints labels and envelopes for your mailing list
- Generates expense reports for any time period
- Schedules appointments by day, week or month
- Provides future itineraries
- Reminds you of appointments and things to do
- Generates weekly call reports

National Microware,
2102 Business Center Dr.,
Irvine, CA 92714
(714) 752-2344.

NATIONAL MICROWARE



© 1983 National Microware
All rights reserved.

*CP/M is a registered trademark of Digital Research Corp., PC-DOS is a registered trademark of IBM, MS-DOS is a registered trademark of Microsoft Corp.

**Suggested retail price

Circle No. 104 on Reader Service Card

PRENTICE-HALL IS THE ANSWER.

The question is, What premium incentive not only increases sales but enhances any product's image and value as well? Books are that premium. And Prentice-Hall has books...

From home owners to cave dwellers, from computer jocks to poets, we've got books that put people at ease and show them what they need to know. In fact, we've got so many different books that there's nary a product or a market which wouldn't mate perfectly with our titles.

But we want you to try and contradict us. Tell us about your product and we'll show you a premium that's easier to arrange and more effective than any you've seen before. CONTACT: DEAN KARREL, PREMIUM SALES MANAGER, GENERAL PUBLISHING DIVISION, PRENTICE-HALL, ENGLEWOOD CLIFFS, NEW JERSEY 07632 (201) 592-3134.

Circle No. 117 on Reader Service Card

ing a decline of just over 20% to $27.41/month. The indication here is that more and more companies are turning to direct mail in their selling efforts in order to cut costs. Telephone expenses are down slightly, but even with increased competition in the industry, costs remain substantial with 1983 monthly cost per salesperson coming out to $67.28. Miscellaneous expenses, the catchall category on the expense sheet, is one area that shows consistent increases over the last five years. In fact, the only other expense that has shown a steady increase is auto rental, which is surprising in light of the fact that all other indications point to salespeople spending less time on the road.

In all, the eight expenses reported by PHH Group combine to total $613.50 in average monthly expenditures, a 3.0% rise over last year's $595.84. Coupled with a 1982 increase of only 4.0%, this paints a far rosier picture for those charged with handling the sales expense budget, as 10%-plus increases hopefully become a thing of the past.

Explanation of cost-per-call data

The data base has been obtained this year from the Executive Compensation Service, Inc., a subsidiary of The Wyatt Co. It is used in the first two columns of Table I-2 headed "Compensation." The figures given in the first column represent the low and high range of the middle 50% arrayal of average salaries reported by different industries employing the five different types of salespeople (see page 40).

The data for the next two columns, "Average Compensation" and "Average Expenses," are used to calculate the yearly direct sales costs. The average compensation figure represents the average of the range determined by the low of the second quartile and the high of the third quartile compensation reported in the survey. The average compensation is then added to the range of average expenses (using the low and median of the middle 50% range of average expenses reported by survey respondents), to develop the range of total direct sales costs. Thus we have eliminated the widely fluctuating extremes that can occur from year-to-year when the lowest and highest figures are used.

The direct sales costs are then calculated using the range previously developed. The low of the costs range is divided by the highest number of average calls for each territory, and the high cost figure is divided by the lowest number of average calls per year. This computation allows consideration of the highest possible vs. the lowest possible cost per call in each type of territory. The arithmetic mean is developed simply by taking the midpoint of the ranges.

When looking at the data thus developed, it should be noted that these figures are relevant to line sales personnel below the level of regional or district manager. Unlike other sales cost data which lumps into one average figure all costs incurred by all sales or marketing people regardless of sales function within an organization, these estimates are derived from data gathered separately for three categories: salary (including incentive), auto, and T&E. General and administrative expenses are not included in the direct sales costs. Additionally, Executive Compensation Service requests this information by specific job function. As a result, S&MM's cost-per-call data for each of the five types of salespeople is representative of costs in industry for similar responsibilities and functions.

TABLE I-1 *Typical salespeople's call patterns*

Type Of Salesperson		Average Calls Per Day: Territory A	Average Calls Per Day: Territory B	Estimated Days In Field Per Year	Average Calls Per Year: Territory A	Average Calls Per Year: Territory B
Account representative	R*	4–6	2–3	190[1]	760–1,140	380–570
	M**	**5**	**2.5**		**950**	**475**
Detail salesperson	R	6–10	4–6	190[1]	1,140–1,900	760–1,140
	M	**8**	**5**		**1,520**	**950**
Sales engineer	R	4–7	3–4	141[2]	564–987	423–564
	M	**5.5**	**3.5**		**775.5**	**493.5**
Industrial products salesperson	R	6–8	3–5	190[1]	1,140–1,520	570–950
	M	**7**	**4**		**1,330**	**760**
Service salesperson	R	8–10	4–6	190[1]	1,520–1,900	760–1,140
	M	**9**	**5**		**1,710**	**950**

*R: Range of calls.
**M: Mean number of calls.
[1]Based on 5 days, 52 weeks per year, less 1 day per week office nonfield work, less 6 holidays, and less 15 days for vacation and sickness.
[2]Based on 239 workdays less 2 days per week in office (49 weeks).
Territory definitions: **A**—Usually a metro area where customers are concentrated, the salesperson can make several calls at one location, or the sales manager's philosophy emphasizes maximum calls per day. **B**—Customers are dispersed and longer sales calls are required to sell a product or service.
Source: Sales & Marketing Management survey.

TABLE I-2 *Direct sales costs of salesperson's calls*

Type Of Salesperson	Range Of Yearly Direct Sales Costs: Compensation Range	Compensation Average	Average Expenses[1]	**Total 1983**	Total 1982
Account representative	$21,500–$39,700	$30,600	$ 8,202–$14,466	**$38,802–$45,066**	$42,350–$49,250
Detail salesperson	19,900–39,100	29,500	10,000–18,047	**39,500–47,547**	37,750–47,750
Sales engineer	24,000–58,000	41,000	10,833–26,025	**51,833–67,025**	47,050–60,350
Industrial products salesperson	23,200–48,600	35,900	7,129–38,360	**43,029–74,260**	46,000–71,500
Service salesperson	20,100–46,800	33,450	11,337–33,750	**44,787–67,200**	45,450–65,150

[1]Includes average travel, entertainment, food, lodging, and auto expenses.
Note: Base salary + commission or bonus ranges obtained from Executive Compensation Service, Inc., a subsidiary of The Wyatt Co., *Sales Personnel Report*, 1983 edition.
Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co., an international actuarial, compensation, and employee benefit consulting company.

TABLE I-3 *Direct sales costs per salesperson's call*

Type Of Salesperson		1983 Direct Sales Cost	Average Calls Per Year: Territory A	Average Calls Per Year: Territory B	Median Cost Per Salesperson's Call: Territory A	Median Cost Per Salesperson's Call: Territory B
Account representative	R*	$38,802–$45,066	760–1,140	380–570	$34.05–$59.30	$68.05–$118.60
	M**	**41,934**	**950**	**475**	**46.70**	**93.30**
Detail salesperson	R	39,500–47,547	1,140–1,900	760–1,140	20.80–41.70	34.65–62.55
	M	**43,524**	**1,520**	**950**	**31.25**	**48.60**
Sales engineer	R	51,833–67,025	564–987	423–564	52.50–118.85	91.90–158.45
	M	**59,429**	**775.5**	**493.5**	**85.70**	**125.20**
Industrial products salesperson	R	43,029–74,260	1,140–1,520	570–950	28.30–65.15	45.30–130.30
	M	**58,645**	**1,330**	**760**	**46.75**	**87.80**
Service salesperson	R	44,787–67,200	1,520–1,900	760–1,140	23.60–44.20	39.30–88.40
	M	**55,994**	**1,710**	**950**	**33.90**	**63.85**

*R: Range: Middle 50% arrayal of responses.
**M: Mean: Midpoint between each set of ranges.
Note: Median Cost Per Salesperson's Call = Direct Sales Cost / Average Calls Per Year
Source: Sales & Marketing Management survey.

TABLE I-4 *Cost per call by effective call days per week*

Type Of Salesperson		5 Days Per Week: Territory A	5 Days Per Week: Territory B	4 Days Per Week: Territory A	4 Days Per Week: Territory B	3 Days Per Week: Territory A	3 Days Per Week: Territory B
Account representative	R*	$27.05–$47.15	$54.15–$94.30	$34.05–$59.30	$68.10–$118.60	$45.90–$79.95	$91.80–$159.85
	M**	**37.15**	**74.20**	**46.70**	**93.35**	**62.95**	**125.85**
Detail salesperson	R	16.55–33.15	27.55–49.70	20.80–41.70	34.64–62.55	28.05–56.20	46.70–84.30
	M	**24.85**	**38.65**	**31.25**	**48.60**	**41.15**	**65.50**
Sales engineer	R	N.T.E.		52.50–118.85	91.90–158.45	70.80–160.20	123.90–213.60
	M	**N.T.E.**		**85.70**	**125.20**	**115.50**	**168.75**
Industrial products salesperson	R	24.50–51.80	36.00–103.60	28.30–65.15	45.30–130.30	38.15–87.80	61.05–175.65
	M	**37.15**	**69.80**	**46.75**	**87.80**	**63.00**	**118.35**
Service salesperson	R	18.75–35.15	31.25–70.30	23.60–44.20	39.30–88.40	31.80–59.60	53.00–119.15
	M	**26.95**	**50.75**	**33.90**	**63.85**	**45.70**	**86.05**

*R: Range
**M: Mean
N.T.E.: Not Typical Experience
Note: 5-day workweek based on 239 workdays, 4-day workweek based on 190 workdays, 3-day workweek based on 141 workdays. Each assumes an annual 15 days of vacation and sick time, and 6 holidays.
Source: Sales & Marketing Management survey.

One hotel can't be all things to all people.

Two can.

The Sheraton Universal and the new Sheraton Premiere. Two great hotels in one place – on the grounds of the Universal Studios lot. (In fact, the Tour starts at our front door.) Together, they offer 48,000 square feet of meeting space and 934 rooms. Plus an exciting Hollywood location.

The new ultra-elegant Sheraton Premiere now complements the Sheraton Universal and offers you a broad spectrum of service. Service that can't be provided by just one hotel.

The new Sheraton Premiere.

And the Sheraton Universal.

Now you can meet in two places at the same time.

The Sheraton Premiere · Universal Hotels

Hotels, Inns & Resorts Worldwide
333 Universal Terrace Parkway, Universal City, CA 91608
(818) 980-1212 or our toll-free GRAB number **(800) 343-6320**

All facilities may not be operational at the time of opening.

The five types of salespeople

These are the five categories of salespeople studied in S&MM's annual Survey:

Account representative—A salesperson who calls on a large number of already established customers in, for example, the food, textiles, apparel, or wholesaling industries. Much of this selling is low key and there is minimal pressure to develop new business.

Detail salesperson—A salesperson who, instead of directly soliciting an order, concentrates on performing promotional activities and introducing products. The medical detail salesperson, for example, seeks to persuade doctors, the indirect customers, to specify the pharmaceutical company's trade name product for prescriptions. The company's actual sales are ultimately made through a wholesaler or direct to pharmacists who fill prescriptions.

Sales engineer—A salesperson who sells products for which technical know-how and the ability to discuss technical aspects of the product are extremely important. The salesperson's expertise in identifying, analyzing, and solving customer problems is another critical factor. This type of selling is common in the chemical, machinery, and heavy-equipment industries.

Industrial products salesperson, nontechnical—This salesperson sells a tangible product to industrial or commercial purchasers; no high degree of technical knowledge is required. Industries such as packaging materials or standard office equipment use this type.

Service salesperson—A salesperson who sells intangibles, such as insurance and advertising. Unlike the four preceding types, those who sell services must be able to sell the benefits of intangibles.

Circle No. 161 on Reader Service Card

TABLE I-5 ***How to compute your salesperson's call patterns***

Salesperson	Actual Calls Reported	Estimated Calls Per Year: Average Calls Per Day	Estimated Calls Per Year: Total Days In Field	Estimated Calls Per Year: Estimated Total Calls	Actual Or Estimated Calls Per Year

TABLE I-6 ***How to compute your salesperson's direct sales costs***

Salesperson	Yearly Direct Sales Cost: Base Salary	Bonus Or Comm.	Auto Expense	Expense Account Reported	Other	Total Direct Sales Cost

TABLE I-7 ***How to compute your salesperson's per-call costs***

Salesperson	Direct Sales Cost	Total Calls Per Year	Cost Per Salesperson's Call[1]

[1]Cost Per Salesperson's Call = Direct Sales Cost / Total Calls Per Year

TABLE I-8 ***Territory concentration factor***

Standard Average Calls Per Day	Average Calls Per Day For Territory: 10	9	8	7	6	5	4	3	2	1
10	1.00	1.11	1.25	1.42	1.66	2.00	2.50	3.33	5.00	10.00
9	.90	1.00	1.12	1.28	1.50	1.80	2.25	3.00	4.50	9.00
8	.80	.88	1.00	1.14	1.33	1.60	2.00	2.66	4.00	8.00
7	.70	.77	.87	1.00	1.16	1.40	1.75	2.33	3.50	7.00
6	.60	.66	.75	.85	1.00	1.20	1.50	2.00	3.00	6.00
5	.50	.55	.62	.71	.83	1.00	1.25	1.66	2.50	5.00
4	.40	.44	.50	.57	.66	.80	1.00	1.33	2.00	4.00
3	.30	.33	.37	.42	.50	.60	.75	1.00	1.50	3.00
2	.20	.22	.25	.28	.33	.40	.50	.66	1.00	2.00
1	.10	.11	.12	.14	.16	.20	.25	.33	.50	1.00

Build Your Own Advertising Consulting Business.

Now, you have an opportunity to join in a new franchise offering — one that has never been available before: the franchising of advertising and direct marketing services.

As a PRIME PROSPECTS franchise owner, you'll be able to provide to the small businessman the same Madison Avenue advertising techniques that were once only available to large national companies.

At the heart of this concept is PRIME PROSPECTS USA, providing centralized creative services, production and delivery of advertising programs to the customers of the franchise owner. Your franchise services will be in demand immediately because they're:

EFFECTIVE advertising targeted to *names* of potential users of a small businessman's products or services;
PROVEN techniques with response rates of up to 50%;
AFFORDABLE to the local businessman and professional.

PRIME PROSPECTS supports you with start-up training, on-going guidance and an exclusive territory.

For Complete details, call: Jim Lewis, Director of Franchise Development, Toll Free 1-800-241-0421, or (404) 395-0694. Or write PRIME PROSPECTS, USA, 1140 Hammond Drive, Suite B-2140, Atlanta, GA 30328.

PRIME PROSPECTS USA

We bring Madison Avenue to Main Street.
A Dataman Service

Circle No. 139 on Reader Service Card

How to create your own cost-per-call efficiency index

S&MM's cost-per-call data can help you evaluate the effectiveness of your own management of this critical cost ratio. Because the data are detailed for types of salespeople and selling situations, they are most helpful if you develop your own **Sales Call Efficiency Index** that you can then use to monitor the efficiency of your field sales force.

1. Call patterns. Information on your salespeople's call patterns (Table I-5) can be gained either by totalling the number of calls listed on call reports or by multiplying the average number of calls per day by the number of days salespeople spend in the field.

2. Direct sales costs. Unless you keep your own records, company financial records will provide much of the information on direct sales costs (Table I-6). They can be supplemented by the sales force's expense accounts, as well as the Metro Sales Costs (page 46) and Transportation (page 123) data.

3. Cost per call. Using the summary data from the first two tables, you calculate cost per call (Table I-7) by dividing the salespeople's number of calls into their total direct sales costs. If you want to make the sales force more aware of this critical ratio, you can redesign the format of your call reports so that individuals can compute their own cost per call each time they submit a report.

4. Territory concentration factor. No two territories are exactly alike because of differences in geography, number and type of accounts, and industry concentration or dispersal. You can compensate for this diversity by assigning "weights" to the salespeople or territories being compared. Here, you first develop an aver-

age number of calls per day for your entire sales force; that figure represents the norm. Then, using the Territory Concentration Factor (Table I-8), which shows the statistical relationship between a set of common numbers, you "equalize" the differences in the number of sales calls. That is, it compensates for the differences where one territory averages eight calls per day, another, only four.

Next, you adjust for the differences in selling and living costs between the markets. A step-by-step procedure, comparing the San Francisco and Boulder markets, is provided in the following example.

TABLE I-9

Step-by-step sequence in building a Sales Call Efficiency Index

In order to compare cost-per-call ratios of different sales territories equitably, variances between local markets must be considered. This hypothetical example analyzes two different markets: San Francisco, with above-average per diem costs, and Boulder, with below-average per diem costs.

The Boulder salesperson has direct sales costs of $42,310 and makes about 475 calls a year, while the San Francisco salesperson has direct sales costs of $58,645 and makes about 1,330 calls. Thus the **Unweighted Cost Per Sales Call** in Boulder is $89.07 ($42,310 ÷ 475 = $89.07) compared with $44.09 in San Francisco ($58,645 ÷ 1,330 = $44.09). At first glance, it appears that the San Francisco salesperson is managing his expenses much better than his Colorado counterpart.

However, a fair evaluation of the relative performance of each salesperson must recognize that San Francisco and Boulder are two distinctly different markets. A first step toward developing a **Sales Call Efficiency Index** that compensates for these differences involves the **Territory Concentration Factor** (TCF) (Table I-8).

Assuming the entire sales force averages about six calls per day, and using the table to relate each salesperson's calls to that number, the TCF of San Francisco's seven calls per day is 0.85 while that of Boulder's 2.5 calls is 2.50.

Next, the Metro Sales Costs section (page 45) reveals that San Francisco's per diem index is 160 and Boulder's is 88. Dividing each number into 100, the all-U.S. norm, yields a factor of 0.63 for San Francisco and 1.14 for Boulder.

Market	*Total Direct Sales Costs*	*Annual Number of Sales Calls*	*Unweighted Cost Per Sales Call*	*Territory Concentration Factor (TCF)*	*Per Diem Index**	*Sales Call Efficiency Index*	***Weighted Sales Call Efficiency Index***
San Francisco	$58,645	1,330	$44	0.85	160	$33	**$44**
Boulder	$42,310	475	$89	2.50	88	$41	**$37**

*As indicated in Section II: Metro Sales Costs

Sales Call Efficiency Index = Direct Sales Costs $\frac{(100)}{\text{(Per Diem Index)}}$ ÷ Calls Year (Territory Concentration Factor)

For San Francisco, the calculation is as follows:

$$\frac{\$58,645\,(0.63)}{1,330\,(0.85)} = \frac{\$36,946.35}{1,130.50} = \mathbf{\$32.68}$$

For Boulder:

$$\frac{\$42,310\,(1.14)}{475\,(2.50)} = \frac{\$48,233.40}{1,187.50} = \mathbf{\$40.62}$$

With these data in hand, it is now possible to construct a **Sales Call Efficiency Index** for each territory using the equation illustrated above. This reveals that, on an adjusted basis allowing for market differences, the cost per call in San Francisco is $32.68 and in Boulder, $40.62. What was almost a $45 difference has been cut to $8.

Weighted Sales Call Efficiency Index

For San Francisco:

$$\frac{\$35,900 + \$22,745(0.63)}{1,330\,(0.85)} = \frac{\$50,229.35}{1,130.50} = \mathbf{\$44.43}$$

For Boulder:

$$\frac{\$30,600 + \$11,334(1.14)}{475\,\,(2.50)} = \frac{\$43,520.76}{1,187.50} = \mathbf{\$36.65}$$

The adjusted index can be further refined by allowing for living costs differences. In this example, the San Francisco salesperson has a base salary of $35,900 plus $22,745 for expenses, while the Boulder salesperson has a base salary of $30,600 plus $11,334 for expenses. Using the above equation—multiplying each individual's expenses by the per diem factor mentioned earlier (0.63 for San Francisco, 1.14 for Boulder)—results in a **Weighted Sales Call Efficiency Index** of $44.43 for San Francisco and $36.65 for the Boulder salesperson.

Metro sales costs

TABLE	TITLE
II-1	**Selling costs in 86 major U.S. markets**
	Lodging—Average daily rates and range of rates
	Meals—Median costs of breakfast, lunch, and dinner
	Per diem total—Lodging and meals
	Per diem increase—1982–83 increase in per diem total
	Per diem index—Market lodging and meal costs compared with U.S. average
	Cost of two drinks
	Airport to downtown—Limousine and taxi rates, distances, and times
	Auto rental—Average per diem car-rental rates
II-2	**Selling costs in major Canadian markets**
II-3	**Meal and lodging tax rates by metropolitan market**

TABLE II-1 *Selling costs in 86 major U.S. markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
ALABAMA								
Birmingham	Average $41.65 Range $23.00–$66.00	B $ 5.00 L $ 5.65 D $14.60	$66.90	5.6%	**87**	$5.40	Limo: None Taxi: $6.15 Dist.: 5 mi. Time: 30 min.	$53.90
ARIZONA								
Phoenix-Scottsdale	Average $49.05 Range $25.00–$96.00	B $ 4.80 L $ 6.55 D $12.10	72.50	2.3	**94**	3.75	Limo: $6.00 Taxi: $6.35 Dist.: 4 mi. Time: 20 min.	44.70
Tucson	Average $43.20 Range $26.00–$80.00	B $ 4.25 L $ 6.15 D $12.95	66.55	2.1	**86**	4.25	Limo: $4.25 Taxi: $10.25 Dist.: 7 mi. Time: 20–45 min.	47.00
ARKANSAS								
Little Rock-North Little Rock	Average $42.50 Range $28.50–$60.00	B $ 4.20 L $ 6.35 D $14.75	67.80	12.9	**88**	5.00	Limo: None Taxi: $6.20* Dist.: 4 mi. Time: 15 min.	48.30
CALIFORNIA								
Anaheim-Santa Ana	Average $51.45 Range $28.00–$80.00	B $ 4.85 L $ 7.05 D $14.30	77.65	2.6	**101**	3.90	**Los Angeles**: Limo: $6.70; Taxi: $38.10; Dist: 27 mi.; Time: 60–90 min. **Orange County**: Limo: $2.80; Taxi: $19.20; Dist: 13 mi.; Time: 35–45 min.	57.20
Fresno	Average $44.00 Range $32.00–$55.00	B $ 5.10 L $ 6.50 D $13.60	69.20	3.7	**90**	3.80	Limo: None Taxi: $14.65 Dist: 7 mi. Time: 35 min.	60.05
Los Angeles-Long Beach	Average $71.80 Range $36.00–$140.00	B $ 4.60 L $ 9.95 D $20.95	107.30	7.0	**139**	5.50	**International**: Limo: $6.00; Taxi: $28.90; Dist.: 17 mi.; Time: 45 min. **Burbank**: Limo: None; Taxi: $25.75; Dist.: 15 mi.; Time: 20–35 min.	55.25
Oakland	Average $57.15 Range $42.00–$85.00	B $ 5.60 L $ 7.45 D $14.90	85.10	N.A.	**110**	4.00	Limo: $3.50 Taxi: $17.55 Dist: 12 mi. Time: 30 min.	55.05
Oxnard-Ventura	Average $50.80 Range $31.00–$87.00	B $ 4.25 L $ 6.85 D $11.60	73.50	10.3	**95**	4.00	Limo: None Taxi: $2.70 Dist.: 1 mi. Time: 5 min.	N.A.
Riverside-San Bernardino	Average $39.70 Range $27.00–$57.00	B $ 4.15 L $ 4.80 D $11.55	60.20	-0.1	**78**	3.20	Limo: $1.50 Taxi: $21.35 Dist.: 15 mi. Time: 20 min.	56.30
Sacramento	Average $43.45 Range $30.00–$64.00	B $ 4.20 L $ 6.30 D $11.90	65.85	6.5	**85**	4.40	Limo: $4.30 Taxi: $16.00 Dist: 11 mi. Time: 20 min.	59.60

*Flat or zone rate
N.A.—Not Available

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	**Per Diem Index**	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
San Diego	Average $54.35 Range $28.00–$104.00	B $ 5.60 L $ 8.70 D $15.70	$84.35	6.9%	**109**	$4.50	Limo: None Taxi: $5.20 Dist: 3 mi. Time: 15 min.	$55.70
San Francisco	Average $81.00 Range $40.00–$160.00	B $ 7.90 L $11.80 D $22.50	123.20	7.5	**160**	6.50	Limo: $4.00 Taxi: $25.10 Dist: 15 mi. Time: 45 min.	52.80
San Jose	Average $51.10 Range $34.00–$70.00	B $ 4.80 L $ 7.80 D $13.50	77.20	1.8	**100**	3.75	Limo: None Taxi: $5.05 Dist.: 3 mi. Time: 15 min.	55.05
COLORADO								
Boulder	Average $45.00 Range $34.00–$65.00	B $ 3.85 L $ 5.20 D $13.45	67.50	N.A.	**88**	4.25	Limo: None Taxi: $40.50 Dist.: 30 mi. Time: 45 min.	N.A.
Denver	Average $61.80 Range $36.00–$105.00	B $ 3.95 L $ 5.90 D $17.10	88.75	6.1	**115**	5.00	Limo: $5.00 Taxi: $9.55 Dist.: 7 mi. Time: 30 min.	52.35
CONNECTICUT								
Bridgeport-Stamford-Norwalk-Danbury	Average $65.60 Range $40.00–$109.00	B $ 3.55 L $ 9.10 D $12.55	90.80	5.2	**118**	5.00	Limo: $5.00 Taxi: $5.45 Dist.: 4 mi. Time: 10 min.	58.95
Hartford-New Britain-Middletown-Bristol	Average $53.80 Range $36.00–$79.00	B $ 4.20 L $ 8.90 D $14.60	81.50	N.C.	**106**	4.75	Limo: $4.25 Taxi: $15.75* Dist.: 14 mi. Time: 35 min.	59.25
New Haven-Waterbury-Meriden	Average $44.50 Range $32.00–$68.00	B $ 3.90 L $ 5.60 D $14.55	68.55	11.6	**89**	4.40	Limo: None Taxi: $4.70 Dist.: 3.5 mi. Time: 15 min.	46.10
DELAWARE								
Wilmington	Average $56.30 Range $20.00–$75.00	B $ 3.90 L $ 6.50 D $15.40	82.10	8.7	**107**	4.00	Limo: $4.75 Taxi: $14.85 Dist.: 5 mi. Time: 20 min.	52.10

*Flat or zone rate.
N.C.—No Change.

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entree, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1982 to 1983 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares show include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rates of major companies. Applicable local gas charges for 50 miles have been added.
Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.
Sources: *Sales & Marketing Management*; American Hotel Assn. *1983 Hotel & Motel Red Book*; *Hotel & Travel Index*; *Official Airline Guide*; Runzheimer car-rental survey; National car-rental survey.

TABLE II-1 *Selling costs in 86 major U.S. markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
DISTRICT OF COLUMBIA								
Washington	Average $76.40 Range $32.00–$154.00	B $ 5.80 L $10.70 D $20.10	$113.00	8.7%	**147**	$6.00	**National** Limo: $3.25 Taxi: $5.30 Dist.: 4 mi. Time: 25 min. **Dulles** Limo: $6.00 Taxi: $30.05 Dist.: 26 mi. Time: 45–60 min. **Baltimore** Limo: $8.50 Taxi: $49.15 Dist.: 43 mi. Time: 45–60 min.	$65.70
FLORIDA								
Fort Lauderdale	Average $59.10 Range $33.00–$120.00	B $ 3.65 L $ 6.15 D $15.30	84.20	1.1	**109**	4.50	Limo: $15.00 Taxi: $6.00 Dist.: 4 mi. Time: 30 min.	51.55
Jacksonville	Average $44.25 Range $23.00–$81.00	B $ 4.50 L $ 6.45 D $11.80	67.00	10.9	**87**	4.20	Limo: $6.00 Taxi: $17.80 Dist.: 15 mi. Time: 30 min.	49.55
Miami-Hialeah	Average $66.10 Range $32.00–$130.00	B $ 4.70 L $ 8.20 D $17.45	96.45	1.5	**125**	6.75	Limo: $6.00 Taxi: $10.60 Dist : 7 mi. Time: 30 min.	43.65
Orlando	Average $56.15 Range $28.00–$90.00	B $ 4.00 L $ 7.25 D $13.55	80.95	13.7	**105**	5.00	Limo: $4.50 Taxi: $12.45 Dist.: 10 mi. Time. 30 min.	47.55
Tampa-St. Petersburg–Clearwater	Average $50.55 Range $31.00–$78.00	B $ 4.25 L $ 5.75 D $14.55	75.10	7.1	**97**	4.60	Limo: $5.50 Taxi: $8.00 Dist.: 6 mi. Time: 30 min.	43.30
West Palm Beach-Boca Raton-DelRay Beach	Average $45.65 Range $25.00–$70.00	B $ 3.90 L $ 6.10 D $14.60	70.25	–2.6	**91**	3.30	Limo: $2.65 Taxi: $6.75 Dist.: 4 mi. Time: 15 min.	44.90
GEORGIA								
Atlanta	Average $66.70 Range $30.00–$105.00	B $ 5.05 L $ 6.90 D $17.15	95.80	12.9	**124**	5.00	Limo: $7.00 Taxi: $15.20* Dist.: 8 mi. Time: 35 min.	53.95
HAWAII								
Honolulu	Average $57.60 Range $26.00–$165.00	B $ 6.50 L $ 6.65 D $13.20	83.95	6.1	**109**	6.50	Limo: $7.00 Taxi: $9.45 Dist.: 5 mi. Time: 15 min.	41.35
ILLINOIS								
Chicago	Average $80.85 Range $34.00–$145.00	B $ 4.25 L $ 7.75 D $17.65	110.50	3.5	**143**	4.00	**O'Hare** Limo: $5.45 Taxi: $22.50 Dist.: 19 mi. Time: 45–65 min. **Midway** Limo: $6.75 Taxi: $13.50 Dist: 11 mi. Time: 40 min.	63.45

*Flat or zone rate
N A —Not Available.

TABLE II-1 *Selling costs in 86 major U.S. markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Springfield	Average $39.80 Range $28.00–$49.75	B $ 4.05 L $ 5.55 D $12.90	$62.30	6.0%	**81**	$4.00	Limo: $4.00 Taxi: $4.50* Dist.: 3 mi. Time: 15 min.	$52.40
INDIANA								
Indianapolis	Average $41.50 Range $28.00–$66.00	B $ 3.65 L $ 4.85 D $12.30	62.30	2.7	**81**	3.50	Limo: $5.50 Taxi: $7.20 Dist.: 7 mi. Time: 25 min.	62.35
IOWA								
Des Moines	Average $36.75 Range $21.00–$57.00	B $ 4.85 L $ 6.20 D $13.45	61.25	1.2	**79**	4.00	Limo: $2.50 Taxi: $6.65 Dist.: 5 mi. Time: 20 min.	44.75
KANSAS								
Wichita	Average $41.30 Range $12.00–$64.00	B $ 4.25 L $ 5.25 D $12.50	63.30	10.6	**82**	5.00	Limo: None Taxi: $7.00 Dist.: 6 mi. Time: 20 min.	45.75
KENTUCKY								
Louisville	Average $41.55 Range $29.00–$64.00	B $ 2.50 L $ 5.90 D $14.55	64.50	7.1	**84**	3.90	Limo: None Taxi: $6.65 Dist.: 5 mi. Time: 20 min.	58.20
LOUISIANA								
New Orleans	Average $62.95 Range $32.00–$114.00	B $ 6.70 L $10.70 D $17.70	98.05	5.7	**127**	5.60	Limo: $5.50 Taxi: $20.25* Dist.: 15 mi. Time: 30 min.	57.55
MARYLAND								
Baltimore	Average $56.15 Range $30.00–$84.00	B $ 4.35 L $ 8.00 D $15.30	83.80	9.6	**109**	5.00	Limo: $5.00 Taxi: $9.40 Dist.: 10 mi. Time: 25 min.	67.15
MASSACHUSETTS								
Boston	Average $67.65 Range $44.00–$98.00	B $ 4.70 L $ 6.55 D $16.30	95.20	7.7	**124**	4.80	Limo: $0.60 Taxi: $5.75 Dist.: 3 mi Time: 30 min.	72.55
New Bedford-Fall River-Attleboro	Average $40.15 Range $26.00–$51.00	B $ 4.50 L $ 5.55 D $14.60	64.80	10.1	**84**	4.80	Limo: None Taxi: $3.65 Dist.: 2.5 mi. Time: 15 min.	N.A.
Springfield	Average $41.10 Range $25.10–$74.00	B $ 3.95 L $ 5.60 D $14.60	65.25	16.5	**85**	4.50	Limo: $6.00 Taxi: $18.05 Dist.: 17 mi. Time: 20 min.	52.75

*Flat or zone rate
N.A.—Not Available

TABLE II-1 *Selling costs in 86 major U.S. markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Worcester-Fitchburg-Leominster	Average $48.80 Range $29.00-$65.00	B $ 4.20 L $ 5.60 D $16.90	$75.50	7.8%	**98**	$4.50	Limo: $4.00 Taxi: $7.90 Dist.: 5 mi. Time: 20 min.	$50.32
MICHIGAN								
Detroit	Average $52.30 Range $32.00–$89.00	B $ 5.25 L $ 7.30 D $19.65	84.50	3.7	**110**	5.60	Limo: $5.00 Taxi: $24.30 Dist.: 23 mi. Time: 40 min.	59.35
Grand Rapids	Average $42.90 Range $28.95–$64.00	B $ 5.05 L $ 6.55 D $14.55	69.05	9.3	**90**	5.20	Limo: None Taxi: $11.25* Dist.: 12 mi. Time: 30 min.	N.A.
MINNESOTA								
Minneapolis-St. Paul	Average $62.70 Range $28.00–$115.00	B $ 5.55 L $ 6.30 D $16.35	90.90	7.9	**118**	5.00	Limo: $4.50 Taxi: $13.45 Dist.: 10 mi. Time: 25 min.	51.75
MISSOURI								
Kansas City	Average $50.75 Range $27.00–$100.00	B $ 4.05 L $ 5.60 D $14.10	74.50	– 1.4	**97**	4.25	Limo: $7.50 Taxi: $21.30 Dist.: 18 mi. Time: 35 min.	53.60
St. Louis	Average $51.45 Range $25.00–$99.00	B $ 5.10 L $ 7.60 D $16.60	80.75	7.3	**105**	4.25	Limo: $5.50 Taxi: $14.35 Dist.: 15 mi. Time: 45 min.	50.20
NEBRASKA								
Omaha	Average $42.80 Range $27.95–$68.00	B $ 4.10 L $ 4.80 D $12.05	63.75	12.8	**83**	3.75	Limo: None Taxi: $5.40 Dist.: 4.5 mi. Time: 20 min.	53.95
NEVADA								
Las Vegas	Average $44.65 Range $28.00–$75.00	B $ 5.05 L $ 6.15 D $17.65	73.50	9.4	**95**	4.50	Limo: $4.00 Taxi: $11.00 Dist.: 7 mi. Time: 35 min.	56.00
NEW JERSEY								
Jersey City-Bergen-Passaic	Average $45.85 Range $28.00–$65.00	B $ 4.15 L $ 6.00 D $14.90	70.90	14.1	**92**	5.00	Limo: None Taxi: $19.15* Dist.: 9 mi. Time: 45 min.	N.A.
Long Branch-Asbury Park	Average $50.00 Range $42.00–$70.00	B $ 2.95 L $ 6.30 D $15.15	74.40	4.4	**97**	5.00 **Asbury Park** Limo: None Taxi: $17.15* Dist.: 12.5 mi. Time: 30 min.	**Newark** Limo: None Taxi $51.75* Dist.: 45 mi. Time: 60 min.	N.A.

*Flat or zone rate
N A —Not Available

TABLE II-1 **Selling costs in 86 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
New Brunswick-Perth Amboy-Sayreville	Average $54.50 Range $44.00–$63.00	B $ 5.25 L $ 5.75 D $16.75	$82.25	18.8%	**107**	$5.00	Limo: $13.00 Taxi: $36.00* Dist.: 23 mi. Time: 40 min.	N.A.
Newark	Average $68.70 Range $55.00–$100.00	B $ 5.20 L $ 6.50 D $17.95	98.35	11.5	**128**	4.50	Limo: $2.15 Taxi: $12.40* Dist.: 3 mi. Time: 20 min.	$64.25
NEW MEXICO								
Albuquerque	Average $40.95 Range $18.00–$70.00	B $ 4.80 L $ 6.65 D $13.05	65.45	1.2	**85**	5.00	Limo: None Taxi: $7.80 Dist.: 5 mi. Time: 15 min.	49.05
NEW YORK								
Albany-Schenectady-Troy	Average $47.50 Range $23.00–$80.00	B $ 4.10 L $ 6.65 D $15.45	73.70	2.6	**96**	4.00	Limo: $4.90 Taxi: $11.25* Dist.: 8 mi. Time: 40 min.	55.65
Buffalo	Average $45.30 Range $29.00–$87.00	B $ 3.80 L $ 4.50 D $16.30	69.90	8.1	**91**	3.60	Limo: $5.00 Taxi: $11.55 Dist.: 9 mi. Time: 30 min.	67.35
Nassau-Suffolk (Long Island)	Average $58.20 Range $38.00–$81.00	B $ 4.35 L $ 7.20 D $14.60	84.35	11.4	**109**	5.00	Limo: Varies Taxi: between Dist.: airport and Time: destination	N.A.
New York	Average $82.15 Range $45.00–$160.00	B $ 7.80 L $11.20 D $22.50	123.65	6.0	**160** **La Guardia** Limo: $4.50 Taxi: $9.25 Dist.: 8 mi. Time: 60 min.	6.50 **Kennedy** Limo: $6.00 Taxi: $16.30 Dist. 15 mi. Time: 75 min.	**Newark** Limo: $2.15 Taxi: $38.65* Dist.: 10 min. Time: 60 min.	71.25
Rochester	Average $47.55 Range $32.00–$78.00	B $ 4.35 L $ 6.05 D $13.80	71.75*	9.0	**93**	4.25	Limo: None Taxi: $8.10 Dist.: 4 mi. Time: 20 min.	60.00
Syracuse	Average $48.30 Range $31.00–$77.00	B $ 4.30 L $ 5.75 D $13.65	72.00	13.3	**93**	5.00	Limo: $4.00 Taxi: $10.45 Dist.: 7 mi. Time: 20 min.	55.25
NORTH CAROLINA								
Charlotte-Gastonia-Rock Hill	Average $42.90 Range $30.00–$55.00	B $ 4.90 L $ 6.75 D $17.15	71.70	3.2	**93**	5.50	Limo: $3.00 Taxi: $8.35 Dist.: 8 mi. Time: 30 min.	54.25
Greensboro-Winston-Salem-High Point	Average $42.15 Range $20.00–$80.00	B $ 3.95 L $ 5.35 D $13.20	64.65	5.5	**84**	5.50	Limo: $6.75 Taxi: $13.50* Dist.: 10 mi. Time: 30 min.	53.25
OHIO								
Akron	Average $39.25 Range $26.88–$62.00	B $ 5.00 L $ 6.05 D $14.20	64.50	4.6	**84**	3.90	Limo: $6.50 Taxi: $21.65 Dist.: 15 mi. Time: 30 min.	51.35

*Flat or zone rate.

N.A.—Not Available.

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Canton	Average $35.20 Range $23.95–$46.00	B $ 3.10 L $ 5.55 D $12.30	$56.15	1.1%	**73**	$3.50	Limo: None Taxi: $13.50* Dist.: 10 mi. Time: 30 min.	N.A.
Cincinnati	Average $43.75 Range $28.00–$62.00	B $ 4.15 L $ 6.45 D $15.05	69.40	8.1	**90**	4.70	Limo: $13.50 Taxi: $15.75* Dist.: 13 mi. Time: 75 min.	$54.65
Cleveland	Average $45.80 Range $26.00–$79.00	B $ 3.70 L $ 6.60 D $14.10	70.20	6.2	**91**	4.20	Limo: $5.50 Taxi: $13.70 Dist.: 12 mi. Time: 30–45 min.	63.35
Columbus	Average $44.30 Range $29.00–$80.00	B $ 3.55 L $ 6.10 D $14.50	68.45	5.0	**89**	4.50	Limo: $4.25 Taxi: $8.55 Dist.: 8 mi. Time: 40 min.	52.70
Dayton-Springfield	Average $34.20 Range $21.90–$60.00	B $ 4.10 L $ 5.55 D $12.85	56.70	3.1	**74**	3.20	Limo: $6.20 Taxi: $13.05 Dist.: 13 mi. Time: 25 min.	57.05
Toledo	Average $42.05 Range $30.00–$58.00	B $ 4.80 L $ 5.35 D $15.60	67.80	6.7	**88**	4.10	Limo: None Taxi: $19.15* Dist.: 17 mi. Time: 35 min.	49.05
OKLAHOMA								
Oklahoma City	Average $43.80 Range $29.50–$83.00	B $ 4.80 L $ 6.20 D $12.40	67.20	−2.7	**87**	5.00	Limo: 5.75 Taxi: $12.40 Dist.: 10 mi. Time: 15-25 min.	51.95
Tulsa	Average $45.00 Range $26.00–$75.00	B $ 4.30 L $ 5.00 D $13.15	67.45	−0.1	**88**	4.50	Limo: None Taxi: $11.00* Dist.: 9 mi. Time: 25 min.	58.20
OREGON								
Portland	Average $48.85 Range $27.00–$91.00	B $ 5.00 L $ 7.00 D $16.90	77.75	6.1	**101**	4.20	Limo: $3.50 Taxi: $13.30 Dist.: 9 mi. Time: 25 min.	52.35
PENNSYLVANIA								
Harrisburg-Lebanon-Carlisle	Average $48.70 Range $21.00–$81.00	B $ 3.90 L $ 6.85 D $12.00	71.45	9.3	**93**	4.55	Limo: $5.00 Taxi: $13.30 Dist.: 9 mi. Time: 45 min.	60.45
Philadelphia	Average $55.25 Range $39.00–$90.00	B $ 5.05 L $ 7.00 D $15.30	82.60	3.8	**107**	4.50	Limo: $4.75 Taxi: $10.65 Dist.: 7 mi. Time: 35 min.	63.60
Pittsburgh	Average $53.80 Range $34.00–$81.00	B $ 5.55 L $ 7.05 D $15.70	82.10	6.2	**106**	5.00	Limo: $5.00 Taxi: $24.35 Dist.: 17 mi. Time: 55 min.	60.60
RHODE ISLAND								
Providence-Pawtucket-Woonsocket	Average $61.65 Range $38.00–$92.00	B $ 3.90 L $ 6.20 D $16.20	87.95	14.3	**114**	4.75	Limo: 5.75 Taxi: $15.35 Dist.: 8.5 mi. Time: 40 min.	57.45

*Flat or zone rate. N.A.—Not Available.

TABLE II-1 **Selling costs in 86 major U.S. markets**

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1982–83	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
TENNESSEE								
Memphis	Average $39.45 Range $30.00–$60.00	B $ 5.05 L $ 6.35 D $13.20	$64.05	6.5%	**83**	$4.50	Limo: $4.25 Taxi: $11.10 Dist.: 10 mi. Time: 40 min.	$51.25
Nashville-Davidson	Average $44.00 Range $24.00–$73.00	B $ 4.00 L $ 6.70 D $15.60	70.30	6.0	**91**	5.00	Limo: $6.00 Taxi: $10.00 Dist.: 8 mi. Time: 30 min.	54.25
TEXAS								
Austin	Average $57.05 Range $36.00–$89.00	B $ 4.50 L $ 7.35 D $16.80	85.70	9.0	**111**	5.00	Limo: None Taxi: $5.60 Dist.: 4 mi. Time: 15 min.	46.65
Dallas	Average $53.15 Range $34.00–$90.00	B $ 6.00 L $ 8.70 D $16.10	83.95	10.1	**109**	7.00	Limo: $6.00 Taxi: $16.65 Dist.: 17 mi. Time: 60 min.	54.50
Fort Worth-Arlington	Average $47.35 Range $28.00–$95.00	B $ 3.10 L $ 5.10 D $13.15	68.70	N.A.	**89**	4.00	Limo: $6.00 Taxi: $24.75 Dist.: 25 mi. Time: 45–60 min.	54.90
Houston	Average $59.30 Range $29.00–$150.00	B $ 5.05 L $ 7.85 D $15.20	87.40	4.5	**113**	5.00	Limo: $5.00 Taxi: $22.50* Dist.: 20 mi. Time: 45 min.	55.05
San Antonio	Average $44.15 Range $27.00–$95.00	B $ 3.60 L $ 7.25 D $13.60	68.60	6.8	**89**	5.00	Limo: $5.00 Taxi: $8.95 Dist.: 8.6 mi. Time: 20 min.	44.70
UTAH								
Salt Lake City-Ogden	Average $45.90 Range $27.00–$102.00	B $ 5.50 L $ 6.90 D $13.45	71.75	−1.2	**93**	No sale by drink permitted	Limo: None Taxi: $6.05 Dist.: 4 mi. Time: 15–20 min.	57.00
VIRGINIA								
Norfolk-Virginia Beach-Newport News	Average $49.30 Range $23.00–$80.00	B $ 3.75 L $ 5.30 D $14.55	72.90	4.4	**95**	5.00	Limo: $4.75 Taxi: $5.30 Dist.: 4 mi. Time: 25 min.	48.90
WASHINGTON								
Seattle	Average $56.25 Range $42.00–$93.00	B $ 4.45 L $ 7.00 D $14.10	81.80	0.1	**106**	4.75	**Seattle** Limo: $7.00 Taxi: $16.90 Dist.: 14 mi. Time: 25 min. **Boeing** Limo: None Taxi: $6.75 Dist.: 5 mi. Time: 25 min.	51.00
WISCONSIN								
Milwaukee	Average $48.55 Range $22.00–$74.00	B $ 3.40 L $ 6.05 C $15.55	73.55	3.4	**95**	4.00	Limo: $5.50 Taxi: $7.60 Dist.: 6 mi. Time: 30 min.	51.70

*Flat or zone rate.
N.A.—Not Available.

TABLE II-2 *Selling costs in major Canadian markets**

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1982–83*	***Per Diem Index***	*Cost Of Two Drinks*	*Airport To Downtown*	*Per Diem Auto Rental*
Calgary, Alberta	Average $59.65 Range $39.00–$85.00	B $ 6.15 L $ 9.20 D $19.20	$94.20	2.6%	**92**	$5.15	Limo: $5.50 Taxi: $8.45 Dist.: 6 mi. Time: 50 min.	N.A.
Montreal, Quebec	Average $84.45 Range $45.00–$154.00	B $ 5.75 L $12.00 D $17.00	119.20	15.3	**117**	7.00	**Dorval** Limo: $5.50 Taxi: $19.00 Dist.: 14 mi. Time: 25–40 min. **Mirabel** Limo: $7.00 Taxi: $44.20 Dist.: 34 mi. Time: 60 min.	N.A.
Ottawa, Ontario	Average $61.15 Range $43.00–$96.00	B $ 5.55 L $ 7.40 D $15.25	89.35	6.6	**87**	6.50	Limo: $4.50 Taxi: $16.40 Dist.: 11 mi. Time: 25–50 min.	N.A.
Toronto, Ontario	Average $73.30 Range $48.00–$115.00	B $ 6.15 L $10.65 D $16.85	106.95	7.0	**105**	6.75	Limo: $4.75 Taxi: $31.85 Dist.: 18 mi. Time: 30-45 min.	N.A.
Vancouver, British Columbia	Average $80.50 Range $43.00–$130.00	B $ 7.60 L $ 7.45 D $17.95	113.50	10.4	**111**	7.40	Limo: $5.00 Taxi.: $16.45 Dist.: 11 mi. Time: 45 min.	N.A.
Winnipeg, Manitoba	Average $59.15 Range $28.00–$100.00	B $ 6.70 L $ 8.15 D $15.70	89.70	9.1	**88**	6.10	Limo: $3.00 Taxi: $5.90 Dist.: 4 mi. Time: 15 min.	N.A.

*In Canadian dollars.
N.A.—Not Available.

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1982 to 1983 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of all-Canadian average (an index of 102, for example, means that the area's total cost is 2% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares show include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. **Auto rental:** Costs are not available due to discontinued publication of the *Official Airline Guide—Ground Transportation* supplement.
Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it. All costs are in Canadian dollars.
Source: *Sales & Marketing Management;* American Hotel Assn: *1983 Hotel & Motel Red Book; Hotel & Travel Index; Official Airline Guide.*

S&MM'S FOUR SURVEY ISSUES

Survey of Buying Power, published in July, includes the most current estimates of the demographic and socioeconomic factors of regions, states, metropolitan markets, counties, and cities.

Survey of Buying Power—Part II, published in October, rearranges the basic *Survey* data in terms of TV and newspaper markets so that markets can be evaluated in media terms; it also gives a five-year projection of metropolitan markets, as well as current data on merchandise line sales for several product categories.

Survey of Selling Costs, published in February, includes detailed information on the basic selling costs of the leading metropolitan markets in the U.S. and Canada, plus data on such marketing-related expenses as sales incentives, sales training, sales meetings, car rentals, and salespeople's compensation.

Survey of Industrial & Commercial Buying Power, published in April, provides data on 4-digit SIC Industries, both manufacturing and nonmanufacturing, as well as ranking of leading counties for the more than 400 customer industries listed that buy goods and services from consumer and industrial establishments.

TABLE II-3

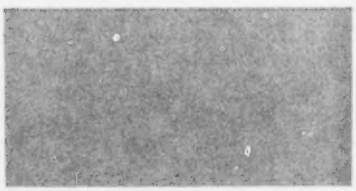
Meal & lodging tax rates by metropolitan market

U.S. Metro Area	*Lodging Tax*	*Meal Tax*
Akron	11.5%	5.5%
Albany-Schenectady-Troy	8.0	7.0
Albuquerque	7.5	4.5
Anaheim-Santa Ana	8.0	6.0
Atlanta	8.0	5.0
Austin	7.0	5.0
Baltimore	11.0	5.0
Birmingham	7.0	6.0
Boston	5.7	5.0
Boulder	9.2	6.35
Bridgeport-Stamford-Norwalk-Danbury	7.5	7.5
Buffalo	10.0	7.0
Canton	8.1	5.0
Charlotte-Gastonia-Rock Hill	7.0	4.0
Chicago	9.1	7.0
Cincinnati	10.0	5.5
Cleveland	12.5	6.5
Columbus	9.5	5.5
Dallas	8.0	5.0
Dayton-Springfield	12.0	6.0
Denver	8.2	7.1
Des Moines	9.0	4.0
Detroit	4.0	4.0
Fort Lauderdale-Hollywood-Pompano Beach	7.0	5.0
Fort Worth-Arlington	8.5	5.0
Fresno	10.0	6.0
Grand Rapids	7.0	4.0
Greensboro-Winston-Salem-High Point	4.0	4.0
Harrisburg-Lebanon-Carlisle	6.0	6.0
Hartford-New Britain-Middletown-Bristol	7.5	7.5
Honolulu	4.0	4.0
Houston	10.0	6.0
Indianapolis	10.0	6.0
Jacksonville	9.0	5.0
Jersey City-Bergen-Passaic	6.0	6.0
Kansas City	9.125	6.63
Las Vegas	7.0	5.75
Little Rock-North Little Rock	7.0	6.0
Long Branch-Asbury Park	6.0	6.0
Los Angeles-Long Beach	10.0*	6.5
Louisville	9.2	5.0
Memphis	11.75	6.25
Miami-Hialeah	7.0	5.0
Milwaukee	11.0	5.0
Minneapolis-St. Paul	12.0	6.0
Nashville	9.75%	6.75%
Nassau-Suffolk (Long Island)	8.25	8.25[1]
New Bedford-Fall River-Attleboro	5.7	5.0
New Brunswick-Perth Amboy-Sayreville	6.0	6.0
New Haven-Waterbury-Meriden	7.5	7.5
New Orleans	10.0	8.0
New York	8.25 (plus $2 surcharge)	8.25
Newark	6.0	6.0
Norfolk-Virginia Beach-Newport	7.0	8.0
Oakland	8.0	6.5
Oklahoma City	6.0	4.0
Omaha	8.5	5.5
Orlando	7.0	5.0
Oxnard-Ventura	9.0	6.0
Philadelphia	9.0	6.0
Phoenix-Scottsdale	6.0	5.0
Pittsburgh	9.0	6.0
Portland	6.0	—
Providence-Pawtucket-Woonsocket	8.0	6.0
Riverside-San Bernadino	8.0	6.0
Rochester	9.0	7.0
Sacramento	10.0	6.0
St. Louis	8.623	6.625
Salt Lake City-Ogden	9.75	5.75
San Antonio	7.0	5.5
San Diego	6.0	6.0
San Francisco	9.75	6.5
San Jose	6.0	6.5
Seattle	12.9	8.0
Springfield, IL	8.0	5.0
Springfield, MA	5.7	5.0
Syracuse	10.0	7.0
Tampa-St. Petersburg-Clearwater	7.0	5.0
Toledo	12.0	6.0
Tucson	8.0	6.0
Tulsa	10.0	5.0
Washington, DC	10.0 (plus $1 surcharge)	8.0
West Palm Beach-Boca Raton-DelRay Beach	6.0	5.0
Wichita	8.0	3.0
Wilmington	6.0	—
Worcester-Fitchburg-Leominster	5.7	5.0

*In June 1984, the tax rate is to return to 7.5% and remain at that level throughout the Olympic Games.

[1]Average for establishments polled by S&MM. Rates may vary slightly among the townships in the two counties.

Note: Tax rates are for the first city in a multi-name metro area. Due to recent changes in metro area definitions, some metros are listed under their previous names until such time as data for new configurations become available.



Canadian Metro Area	*Lodging Tax*	*Meal Tax*
Calgary	—	—
Montreal	—	10.0%
Ottawa	5.0%	7.0
Toronto	5.0	7.0
Vancouver	8.0	—
Winnipeg	6.0	6.0

Source: Sales & Marketing Management survey.

Compensation

TABLE	TITLE
III-1	**Salespeople's annual compensation**
III-2	Sales force selling expenses as a percentage of sales in major industries
III-3	Total selling expenses as a percentage of company sales
III-4	Compensation of sales trainees by industry
III-5	**Total compensation by experience level and type of plan**
III-6	Alternative sales compensation and incentive plans
III-7	How salespeople's total compensation is growing
III-8	How compensation for sales-support personnel is growing
III-9	Manufacturers' representatives' commissions
III-10	**Compensation for three types of salesperson by industry**
III-11	**Turnover rates by industry**
III-12	Starting salaries of trainees with college degrees
III-13	Starting salaries of college graduates to be hired
III-14	Median starting salaries paid to college graduates
III-15	Salary statistics for M.B.A. graduates entering industrial marketing

TABLE III-1

Salespeople's annual compensation

Salesperson Level	Consumer Products 1983	1982	% Change	Industrial Products 1983	1982	% Change
Sales trainee						
Straight salary	**$17,950**	$17,400	+ 3.2%	**$18,623**	$17,646	+ 5.5%
Salary plus incentive						
Salary	**17,250**	18,250	− 5.5	**18,560**	18,063	+ 2.8
Incentive	**2,800**	2,200	+27.3	**3,960**	3,000	+32.0
Total	**20,600**	20,500	+ 0.5	**22,620**	23,113	− 2.1
A&B salespeople						
Straight salary	**22,760**	21,500	+ 5.9	**26,100**	25,623	+ 1.9
Salary plus incentive						
Salary	**21,020**	20,980	+ 0.2	**23,075**	22,619	+ 2.0
Incentive	**4,160**	5,700	−27.0	**5,588**	6,013	− 7.1
Total	**24,980**	27,640	− 9.6	**28,969**	29,531	− 1.9
Senior salespeople						
Straight salary	**30,500**	29,892	+ 2.0	**34,500**	33,942	+ 1.6
Salary plus incentive						
Salary	**26,260**	25,460	+ 3.1	**29,200**	28,600	+ 2.1
Incentive	**5,240**	5,600	− 6.4	**6,000**	7,044	−14.8
Total	**31,480**	33,300	− 5.5	**36,990**	36,919	N.C.
Sales supervisor						
Straight salary	**33,400**	32,500	+ 2.8	**39,750**	39,564	+ 0.5
Salary plus incentive						
Salary	**34,900**	30,760	+13.5	**37,440**	34,014	+10.1
Incentive	**5,500**	5,020	+ 9.6	**7,993**	8,607	− 7.1
Total	**41,900**	36,780	+13.9	**43,819**	44,050	− 0.5

N.C.—No Change.

Note: Some differences between years reflect changes in the organizations that reported data. It should also be noted that in the "salary plus incentive" category, the "total" compensation will not equal the sum of the "salary" and "incentive" components because not all respondents provided information for each of the components.

TABLE III-2

Sales force selling expenses as a percentage of sales in major industries

Industry	Compensation 1983	1982	T&E Expenses 1983	1982	Total 1983	1982
Consumer goods						
Durable goods	4.2%	5.2%	2.2%	1.3%	**9.0%**	6.5%
Ethical pharmaceuticals, surgical supplies, & equipment	5.2	7.3	3.1	2.5	**16.9**	10.6
Food	1.6	1.5	0.4	0.7	**3.5**	2.5
Major household items	2.1	2.4	0.7	0.7	**4.4**	2.6
Proprietary drugs & toiletries	1.3	2.4	N.A.	2.1	**7.9**	8.5
Industrial goods						
Automotive parts & accessories	3.1	2.4	1.6	1.1	**5.5**	3.3
Building materials	1.5	1.5	0.7	0.5	**5.4**	2.0
Chemicals & petroleum	1.3	1.3	0.5	0.8	**1.4**	2.1
Computers, office & educational supplies, & equipment	2.8	4.1	1.8	1.5	**10.7**	5.4
Containers, packaging materials, & paper	0.8	0.8	0.4	0.4	**1.6**	1.2
Electrical materials	0.6	1.1	0.6	0.4	**3.9**	1.4
Electronics & instruments	1.9	3.1	1.4	0.9	**5.2**	4.5
Fabricated metals (heavy)	2.0	2.2	0.8	0.8	**3.8**	3.1
Fabricated metals (light)	1.9	1.9	0.9	0.9	**4.9**	2.8
Fabrics & apparel	0.9	2.4	0.4	0.6	**5.3**	3.0
Iron & steel	0.8	0.7	0.3	0.6	**2.4**	2.2
Machinery (heavy)	2.3	2.3	0.7	0.6	**5.4**	2.5
Machinery (light)	3.9	3.0	1.5	0.8	**9.2**	4.1
Printing & publishing	3.6	2.4	0.9	1.3	**9.7**	4.3
Rubber, plastics, & leather	1.0	0.8	0.8	0.6	**4.4**	1.6

N.A.—Not Available.

Note: Includes only salespeople's total compensation plus their expenses, that is, travel, lodging, meals, and entertainment. It should be noted that some of the differences between years reflect changes in the organizations that reported data. Also, percentages in this table are percentages of sales by the sales force.

Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

TABLE III-3

Total selling expenses as a percentage of company sales

Industry	1983	1982
Consumer goods		
Durable goods	9.0%	3.6%
Ethical pharmaceuticals, surgical supplies, & equipment	16.9	9.5
Food	3.5	3.4
Major household items	4.4	4.6
Proprietary drugs & toiletries	7.9	4.4
Industrial goods		
Automotive parts & accessories	5.4	3.4
Building materials	5.4	2.8
Chemicals & petroleum	1.4	1.3
Computers, office & educational supplies, & equipment	10.7	7.0
Containers, packaging materials, & paper	1.6	3.0
Electrical materials	4.8	2.4
Electronics & instruments	5.2	4.3
Fabricated metals (heavy)	3.8	4.7
Fabricated metals (light)	4.9	4.1
Fabrics & apparel	4.2	4.3
Iron & steel	2.4	2.1
Machinery (heavy)	0.7	5.7
Machinery (light)	9.2	7.1
Printing & publishing	9.7	4.3
Rubber, plastics, & leather	4.4	3.9

Note: Selling expenses cover cost of median compensation of salespeople and sales management, travel, lodging, meals and entertainment, advertising, and promotion. One of the major difficulties encountered in gathering such information is that wide differences exist between companies in the definition of selling expenses and the costs included in such figures. In addition, some of the differences between years reflect changes in the organizations that reported data.

Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

TABLE III-4

Compensation of sales trainees by industry

Industry	1983 Compensation Middle 50% Range	Median	Average
Automotive parts & accessories	$20,000–$29,000	$20,513	$24,756
Building materials	15,000–20,000	18,000	17,750
Chemicals	15,000–27,100	17,000	19,420
Computer products & services	17,000–24,500	19,500	21,055
Drugs & medicines	15,000–22,800	17,000	18,225
Electrical equipment & supplies	19,600–23,500	20,000	21,113
Electronics	18,000–24,000	19,500	20,300
Fabricated metals	18,500–23,000	20,000	20,149
Food products	15,000–18,500	17,000	16,678
General machinery	19,600–22,594	20,000	20,865
Health-care products & services	18,000–24,000	18,800	20,760
Instruments & allied products	19,400–24,000	20,000	22,280
Office machinery & equipment	13,000–25,000	21,045	20,863
Paper & allied products	15,000–18,720	15,500	16,740
Printing	16,000–31,000	22,000	23,000
Publishing	16,000–19,000	18,000	17,575
Radio & television	12,800–17,500	15,000	15,100
Rubber, plastics, & leather	16,500–20,000	16,500	18,250
Service industries	14,000–19,900	15,000	15,980
Textiles & apparel	16,000–40,500	16,500	28,500
Tools & hardware	15,000–20,000	16,000	17,350
Transportation	18,000–20,000	18,500	19,250
Transportation equipment	15,000–20,513	16,500	17,337

Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

TABLE III-5

Total compensation by experience level and type of plan

Type Of Plan	Salesperson Level: Experienced 1983	Experienced 1981	Semi-Experienced 1983	Semi-Experienced 1981	Trainee 1983	Trainee 1981
Straight salary	**$31,684**	$25,482	**$23,715**	$20,935	**$18,151**	$16,174
Straight commission	**36,241**	31,057	**22,833**	22,250	**17,085**	14,913
Salary plus bonus	**35,778**	29,354	**25,956**	25,162	**19,910**	19,299
Salary plus commission	**35,647**	31,341	**27,362**	23,429	**18,637**	18,945
Salary plus commission plus bonus	**39,962**	33,538	**27,745**	26,637	**21,546**	20,427

TABLE III-6

Alternative sales compensation and incentive plans

Method	% Of Companies Using Plans: All Industries 1983	All Industries 1982	Consumer Products 1983	Industrial Products 1983	Other Commerce/ Industry 1983
Straight salary	**20.4%**	21.9%	13.5%	19.5%	31.9%
Draw against commission	**5.4**	6.2	5.8	5.1	6.4
Salary plus commission	**30.9**	28.0	32.7	30.8	28.7
Salary plus individual bonus	**30.1**	30.1	36.5	30.5	21.3
Salary plus group bonus	**1.9**	2.2	2.9	2.1	–
Salary plus commission plus individual or group bonus	**11.3**	11.6	8.6	12.0	11.7
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

DEFINITIONS: **Experienced Salesperson**—A veteran salesperson who operates on his own with minimum supervision, who is well acquainted with key accounts, and who consistently achieves quotas and other objectives set by management. **Semi-Experienced Salesperson**—A salesperson who occasionally requires the assistance of supervisors, who has less than three years experience in a given territory, and who is currently taking part in a training program, or has recently finished one. **Sales Trainee**—A salesperson with limited selling experience who may be currently participating in a basic training or indoctrination program, and who has not yet been assigned a specific territory.

Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

Note: Some year-to-year differences reflect changes in the organizations reporting data.

Source: Executive Compensation Service, Inc. a subsidiary of The Wyatt Co.

Definitions

Field sales personnel

Sales trainee: Anyone who is learning about the company's products, services, and policies, as well as proven sales techniques, in preparation for a sales assignment.

Salesperson Grade A: A "regular" salesperson who has little or no selling experience except that which has been acquired in the company's sales training program. He contacts established and prospective customers to develop interest in the company's products and to sell them.

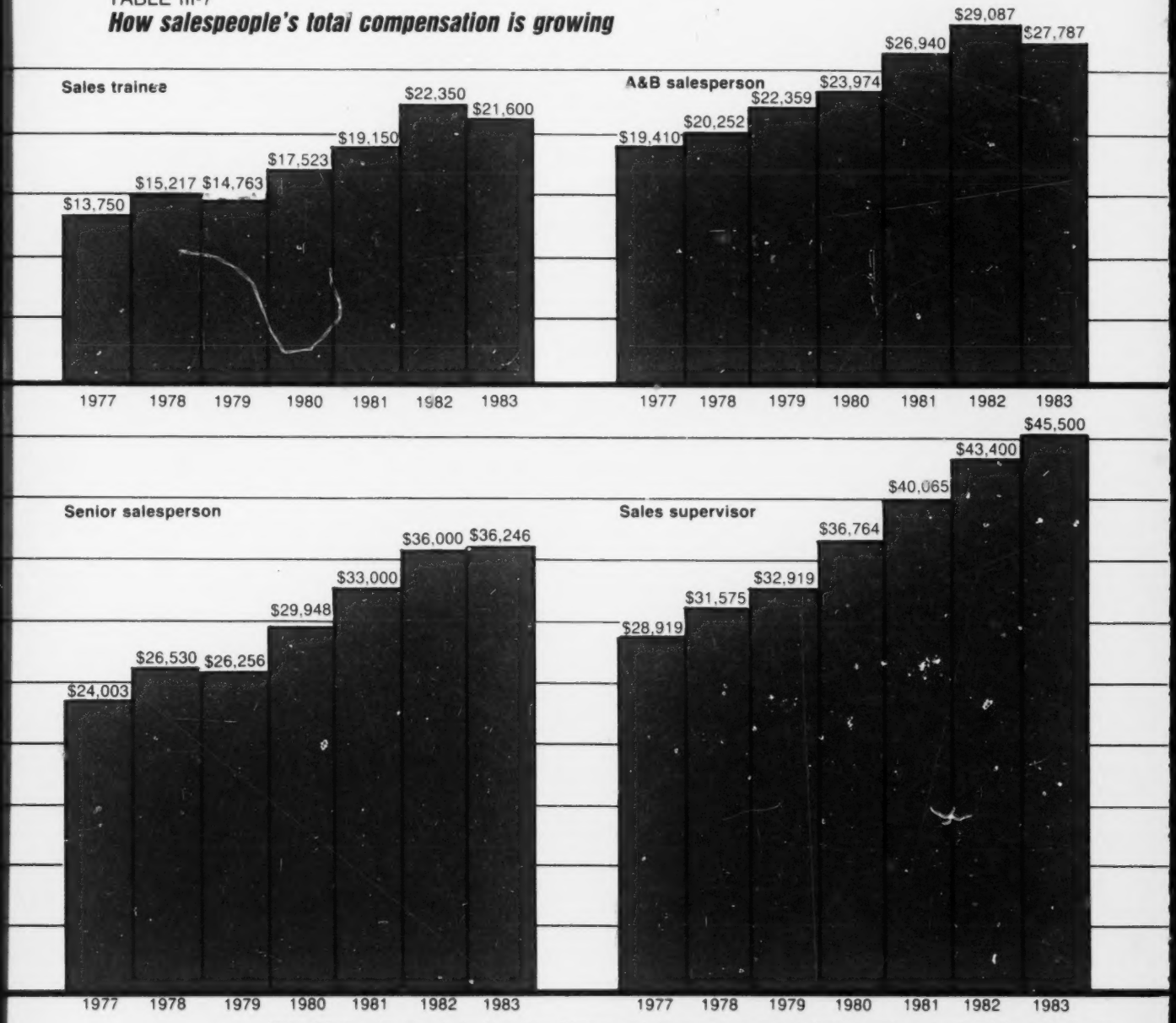
Salesperson Grade B: A salesperson who has broad knowledge of the company's products and services and sells in a specifically assigned territory. He maintains contact with established customers and develops new prospects.

Senior salesperson: A salesperson at the highest level of selling responsibility. He is completely familiar with the company's products, services, and policies; he usually has years of experience and is assigned to major accounts and territories.

Sales supervisor: A veteran salesperson who, be-

TABLE III-7

How salespeople's total compensation is growing



Note: Salaries plus commission incentives. Figures apply to consumer goods, industrial goods, and "other," that is, insurance, services, transportation, and utilities.

Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

cause of his abilities and experience, leads others. Although his primary function is to direct the activities of and train salespeople and sales trainees, he may also sell to selected key accounts.

Sales-support personnel

Level I: This individual performs assigned tasks, using established procedures that require little evaluation. Generally reports to a supervisor.

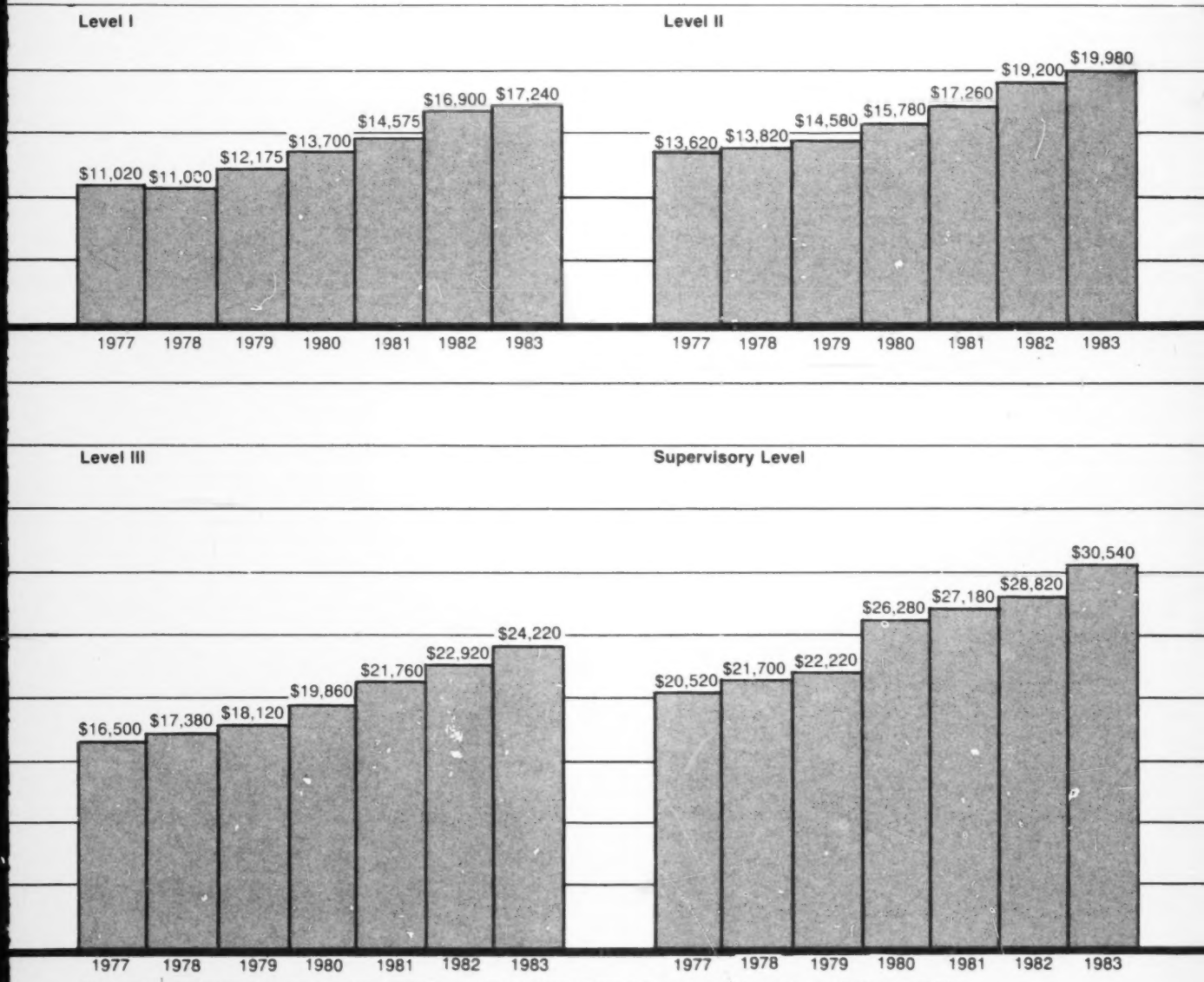
Level II: An intermediate-level worker who performs tasks involving limited responsibilities and standard procedures. Some originality and evaluation is required.

Level III: The highest nonsupervisory worker, expected to exercise considerable originality and make evaluations. On occasion, this person assists in training and supervising trainees and Level I employees.

Supervisor: This individual's primary job is to direct others in the accomplishment of assigned work. He also consults with superiors on more complex phases of assigned work.

TABLE III-8

How compensation for sales-support personnel is growing



Note: Includes sales analysts, customer service representatives, sales correspondents, sales training representatives, and exhibit and display coordinators.
Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

TABLE III-9 *Manufacturers' representatives' commissions*

Product Market	1983 Commissions Paid Average High	Average Low
Consumer goods		
Electrical products	9.03%	6.26%
Electronics	9.33	5.50
Food products & services	6.67	3.33
Furniture & furnishings	12.14	5.70
Hardware & housewares	9.47	4.67
Medical supplies & services	23.21	9.75
Mobile homes, accessories, & supplies	7.50	5.00
Retail consumer products & services	12.29	5.65
Sporting goods supplies & accessories	13.00	6.55
Textile & apparel	11.14	7.43
Textile, carpet, drapery, & related materials	10.75	2.38
Toys, gifts, & novelties	15.00	7.63
Industrial goods		
Abrasives	10.27	6.97
Advertising products & services	15.82	8.40
Aerospace & aviation	11.13	5.78
Agricultural chemicals	15.00	6.40
Agricultural equipment & machinery	10.27	5.83
Architects & interior designers	14.83	7.17
Automotive aftermarket	8.76	4.73
Automotive, OEM	6.67%	3.78%
Beauty salon, barber equipment, & supplies	15.38	7.75
Building materials & supplies	9.21	4.35
Castings & forgings	6.04	4.49
Chemicals, industrial	11.78	7.20
Chemicals, maintenance	11.87	6.93
Coatings	13.78	8.22
Computers, hardware, software, & peripheral equipment	14.66	9.70
Construction equipment & machinery	9.63	5.78
Controls & instrumentation	17.49	9.21
Electrical, technical & industrial	12.57	6.42
Electronic, communications, AV, & professional products	12.19	7.38
Electronic, components & materials	8.86	5.11
Electronic, technical products	15.14	8.07
Energy	15.68	8.94
Fasteners	7.18	4.88
Food, chemicals	16.75	6.25
Food, processing	15.53	8.38
Food service equipment	11.88	5.91

Source: Manufacturers' Agents National Assn., *1983 Survey of Sales Commissions.*

TABLE III-10 *Compensation for three types of salesperson by industry*

Industry	Experienced Salesperson 1983	% Change 1981–83	Semi-Exp'd. Salesperson 1983	% Change 1981–83	Sales Trainee 1983	% Change 1981–83
Consumer goods						
Appliances (household)	$30,000	+13.2%	N.A.	N.A.	N.A.	N.A.
Drugs & medicines	40,000	+54.0	$25,000	+ 8.7%	$17,000	−10.9%
Food products	25,000	- 3.5	20,000	+ 6.6	17,000	N.A.
Health-care products & services	34,300	+10.1	27,000	+11.8	18,800	− 4.8
Housewares	N.A.	N.A.	28,000	− 3.4	N.A.	N.A.
Tools & hardware	30,000	+20.0	25,333	+26.0	16,000	−15.2
Industrial goods						
Automotive parts & accessories	29,500	− 8.6	22,000	N.C.	20,513	− 5.3
Auto & trucks	27,500	−16.6	N.A.	N.A.	N.A.	N.A.
Building materials	31,220	+17.8	23,000	+ 5.7	18,000	+ 9.1
Chemicals	33,000	+ 4.8	25,000	+ 3.0	17,000	−11.5
Computer products & services	50,000	+78.5	32,000	+60.0	19,500	+ 7.8
Electrical equipment & supplies	37,500	+15.3	27,000	+ 8.0	20,000	+22.7
Electronics	40,000	+28.0	28,000	+ 3.7	19,500	+ 2.1
Fabricated metal products	34,500	+ 8.7	25,045	+ 2.2	20,000	+17.6
General machinery	33,000	+ 6.5	26,000	+ 4.0	20,000	− 1.2
Instruments & allied products	34,300	+ 8.3	26,300	+ 4.7	20,000	+0.05
Iron & steel	26,000	−11.1	N.A.	N.A.	N.A.	N.A.
Nonferrous metals	28,000	−15.2	N.A.	N.A.	N.A.	N.A.
Office machinery & equip.	36,000	+12.5	27,000	+17.4	21,045	+35.1
Paper & allied products	31,200	− 4.1	20,000	+17.6	15,500	−18.2
Petroleum & petro. products	30,000	N.C.	23,100	N.A.	N.A.	N.A.
Printing	40,000	+93.0	16,000	N.A.	22,000	+45.0
Publishing	30,000	+63.0	19,200	+92.0	18,000	+31.4
Rubber, plastics, & leather	30,000	N.C.	22,000	−11.6	16,500	−21.9
Textile & apparel	31,000	−15.0	18,500	−34.3	16,500	N.A.
Transportation equipment	30,000	+ 6.0	N.A.	N.A.	10,500	+ 3.0
Services						
Service industries	30,000	−19.0	23,000	− 8.0	15,000	−22.6
Transportation	31,200	+22.0	N.A.	N.A.	16,500	N.A.

N.A.—Not Available. N.C.—No Change.

Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation.*

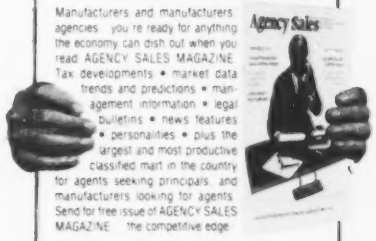
Product Market	1983 Commissions Paid Average High	Average Low
Gas, oil, & petroleum products	15.94%	6.31%
Government	13.73	8.82
Heavy-duty truck-trailer equipment	19.14	6.00
Import-export	12.38	6.70
Industrial equipment & machinery	15.99	6.89
Industrial supplies	11.90	6.17
Lubricants	11.52	7.41
Lumber industry	5.50	3.05
Machining services	7.68	4.97
Maintenance supplies	16.71	7.26
Marine	13.00	7.19
Material handling	13.40	6.76
Metals, processing, assemblies, & products	6.95	4.80
Metals, raw materials	6.44	3.52
Mining	14.00	10.00
Nursery, florist	12.50	6.75
Office supplies & equipment	15.00	6.30
Optical supplies	10.40	6.60
Packaging & plastics	9.18	5.30
Paints & varnishes	9.85	7.45
Paper industry	9.00	4.31
Photographic supplies	14.00%	5.40%
Plastics	7.52	4.99
Plumbing, heating, ventilation, & air conditioning	13.50	6.23
Pollution products & services	16.17	7.36
Power transmission	10.11	5.62
Process equipment	16.23	6.96
Pumps	17.12	8.13
Recreational vehicle, aftermarket & OEM	7.88	5.31
Refractories	10.71	6.07
Rubber products	7.76	5.15
Safety, emergency, & security products	13.55	8.34
Scientic research equipment & supplies	19.82	9.94
Screw machine products	5.80	4.81
Steel mills & foundries	6.69	4.10
Textile, industrial	8.14	4.43
Transportation	7.50	6.25
Tubing	6.45	4.17
Utilities	19.38	7.63
Veterinary	12.50	10.00
Water treatment equipment & products	16.18	8.91
Welding	9.41	6.26

TABLE III-11
Turnover rates by industry

Industry	No. Of Salespersons Surveyed	Resignations	Discharges	Retired	Other	Turnover Rate
Aerospace	35	1	0	0	0	**2.85%**
Appliances	33	0	2	0	6	**24.24**
Automotive parts & accessories	126	57	10	0	0	**53.17**
Automobiles & trucks	227	58	6	0	0	**28.19**
Banking & finance	828	0	0	0	278	**33.57**
Building materials	575	35	18	13	3	**12.00**
Chemicals	176	14	6	2	1	**13.06**
Computer products & services	296	21	19	1	1	**14.18**
Drugs & medicines	306	35	17	1	3	**18.30**
Electrical equipment & supplies	295	10	15	3	2	**10.16**
Electronics	318	19	34	5	3	**19.18**
Fabricated metals	629	40	33	17	25	**18.28**
Food products	234	14	10	0	5	**12.34**
General machinery	160	7	21	4	7	**24.37**
Health-care products & services	169	11	34	2	0	**27.81**
Housewares	98	7	14	0	0	**21.42**
Instruments & allied products	95	7	4	2	4	**17.89**
Iron & steel	10	1	3	1	2	**70.00**
Office machinery & equipment	154	9	12	1	2	**15.58**
Paper products	49	1	2	0	1	**8.16**
Petroleum & petroleum products	94	12	7	2	1	**23.40**
Printing	82	5	6	0	1	**14.63**
Publishing	344	34	16	1	0	**14.82**
Radio & television	14	3	4	0	0	**50.00**
Rubber, plastics, & leather	71	1	1	0	0	**2.80**
Service industries	133	9	10	3	1	**17.29**
Textiles & apparel	59	0	5	1	0	**10.16**
Tools & hardware	445	41	18	8	11	**17.52**
Transportation	32	7	0	0	0	**21.87**
Transportation equipment	15	1	0	0	1	**13.33**
Totals	**6,102**	**460**	**327**	**67**	**358**	**19.86%**

Source: Dartnell Corp., *22nd Biennial Survey of Sales Force Compensation*

FREE... sample issue of Agency Sales magazine



Manufacturers and manufacturers agencies: you're ready for anything the economy can dish out when you read AGENCY SALES MAGAZINE. Tax developments • market data trends and predictions • management information • legal bulletins • news features • personalities • plus the largest and most productive classified mart in the country for agents seeking principals, and manufacturers looking for agents. Send for free issue of AGENCY SALES MAGAZINE ... the competitive edge.

23016 Mill Creek Road
P.O. Box 3467
Laguna Hills, California 92654

MANA

Circle No. 107 on Reader Service Card

Profits from Packaging

Dial Toll Free from Anywhere in Continental United States, Alaska, Hawaii, Puerto Rico, or U.S. Virgin Islands.

1-800-828-7701

(in New York State) **1-800-462-1151**

GERALD FRIED DISPLAY CO., INC.

Serving the world from the heart of the Buffalo-Niagara Frontier

550 Fillmore Avenue
Tonawanda, NY 14150
716/692-2705

New York Showroom
Empire State Building
350 Fifth Avenue
Room 5108
Telephone 212/564-1401

GF Call or Write for Free Catalog

TABLE III-12

Starting salaries of trainees with college degrees

Functional Area	*Average Annual Salary 1983*	*1982*	*% Change 1983–82*
		Bachelor's Degree	
Sales—nontechnical degree	**$17,568**	$17,208	+ 2.1%
Sales—technical degree	**22,560**	23,064	- 2.2
Type Of Degree			
		M.B.A. Candidates	
Business administration, industrial management, or commerce			
With nontechnical undergraduate degree	**$26,580**	$25,620	+ 3.7%
With technical undergraduate degree	**30,288**	27,768	+ 9.1

Note: The *Salary Survey* is a study of beginning salary offers made to graduating students during the recruiting period September through June. The *Salary Survey* reports offers, not acceptances, with no limit on the number of offers per student. The data are submitted by 185 placement offices throughout the U.S.
Source: College Placement Council, *Salary Survey—A Study of 1982–83 Beginning Offers*, copyright 1983.

TABLE III-13

Starting salaries of college graduates to be hired

Field	*Class Of 1984*	*Class Of 1983*	*% Change 1983–84*
		Bachelor's Degree	
Sales-marketing	$19,620	$18,648	+ 5.2%
Business administration	19,416	18,564	+ 4.6
		M.B.A. Degree	
With technical B.S.	$28,428	$25,764	+ 10.3%
With nontechnical B.A.	28,764	26,676	+ 7.8

Note: Salaries shown are what companies offered, not what they actually paid. *Actual* starting salaries paid to graduates in 1983, according to Northwestern Univ., were $18,828 for sales-marketing graduates, $19,128 for business administration, $26,976 for an M.B.A. with a technical B.S., and $27,612 for an M.B.A. with a nontechnical B.A.

Source: Northwestern Univ. Placement Center, *The Endicott Report 1984*; copyright 1983.

TABLE III-14

Median starting salaries paid to college graduates

Field	*B.B.A. Degree*	*M.B.A. Degree*
Aerospace & electronics	$20,250	$30,000
Automotive & transportation	N.A.	33,000
Public accounting	18,600	27,000
Commercial banking	19,350	29,000
Food & beverage processing	17,400	N.A.

Note: Salaries are based on the most popular fields in terms of 1983 graduates placed.
Source: Univ. of Michigan Graduate School of Business Administration, Placement Center, *1983 Employment Survey*.

TABLE III-15

Salary statistics for M.B.A. graduates entering industrial marketing

	Class Of 1983	*Class Of 1982*	*% Gain 1982–83*
Average starting salary	$32,809	$30,971	5.9%
Range	$27,625–$37,750	$23,000–$38,000	N.A.

N.A.—Not Applicable
Note: The survey sample includes graduates with three to five years industrial experience prior to receiving their M.B.A.
Source: *Preliminary Salary Survey*, Wharton Graduate School, Univ. of Pennsylvania.

Sales meetings and sales training

TABLE	TITLE
IV-1	**Average cost of sales training per salesperson**
IV-2	Sites most frequently used for sales training
IV-3	Length of training period for new salespeople
	Step-by-step sequence in preparing a sales meeting budget
IV-4	Sales meetings costs
IV-5	Conference centers: Learning away from it all
IV-6	Selected resort hotels: Combining learning with luxury
IV-7	Selected airport hotels
IV-8	Selected budget motel chains

TABLE IV-1

Average cost of sales training per salesperson

	Training Cost* Including Salary		% Increase	Median Training Period (Weeks)	
Type Of Company	1983	1982	1982–83	1983	1982
Industrial products	$24,600	$22,490	9.4%	20	21
Consumer products	16,600	15,090	10.0	18	20
Services**	16,000	14,720	8.7	20	15

*In addition to salary, covers such items as instructional materials prepared, purchased, and rented for training program; transportation and living expenses incurred during training course; instructional staff; outside seminars and courses; and management time spent with salesperson when it is a part of the training budget.
**Includes insurance, financial, utilities, transportation, retail stores, etc.

TABLE IV-2

Sites most frequently used for sales training

	% Of Companies Conducting Training At This Location			Median Length Of Training Time At This Location		
Location	Industrial Products	Consumer Products	Services*	Industrial Products	Consumer Products	Services*
Home office	75%	44%	67%	4 wk.	2 wk.	6 wk.
Field office	50	78	67	3 wk.	6 wk.	11 wk.
Regional office	42	78	17	2 wk.	2 wk.	1 wk.
Plant locations	8	11	0	2 wk.	1 wk.	0
Central training facility (away from home office)	33	22	50	2 wk.	3 wk.	1 wk.
Noncompany site (hotel, restaurant, club)	8	11	17	2 wk.	2 wk.	1 wk.

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Note: Length of time should not necessarily be considered cumulative because not all training programs include all locations.

Source: Sales & Marketing Management survey.

Bring Your Next Meeting To Fort Magruder For The Best Service In Williamsburg History.

Not only does the Fort Magruder Inn have great rooms, great food and beverage, and great location (just minutes from Colonial Williamsburg and Busch Gardens)—but we've got the friendliest, most efficient service this side of the 18th Century.

Our Conference Center can accommodate from 10 to 500 in a variety of meeting rooms. Our Conference Coordinator will make sure everything runs smoothly. And our support staff will provide you with anything you need—from secretaries to teleconferencing.

For more information or a free copy our newest Meeting Planner's Guide, call 800-446-4082 and ask for Linda. In Virginia, call 800-582-1010.

Fort Magruder Inn & CONFERENCE CENTER
Your Special Place In History.
Rt. 60 East, P.O. Box KE, Williamsburg, Va. 23187

GET RESPONSE—
INCREASE YOUR SALES
Reach the Decision Maker in Sales and Marketing with:

S&MM EXPO
Direct Mail Postcard Book

- 100,000 Circulation
- Exclusive Internal List
- No Duplication
- No Bad Debts
- Highly Responsive Audience
- Published three times a year

Write for your media kit today!
S&MM EXPO Idea Cards
SALES & MARKETING MANAGEMENT
633 Third Avenue, New York, N.Y. 10017
or phone: Sherry Cohen, 212-986-4800.

TABLE IV-3

Length of training period for new salespeople

	Type Of Company	
	Industrial Products	
Time Period	*1983*	*1982*
0 to 6 wk.	42%	33%
Over 6 wk. to 3 mo.	8	8
Over 3 mo. to 6 mo.	33	25
Over 6 mo. to 12 mo.	8	33
Over 12 mo.	9	1
Total	**100%**	**100%**
Median Training Period (wk.)	**20**	**21**
	Consumer Products	
Time Period	*1983*	*1982*
0 to 6 wk.	22%	20%
Over 6 wk. to 3 mo.	33	20
Over 3 mo. to 6 mo.	45	50
Over 6 mo. to 12 mo.	0	10
Over 12 mo.	0	0
Total	**100%**	**100%**
Median Training Period (wk.)	**18**	**20**
	*Services**	
Time Period	*1983*	*1982*
0 to 6 wk.	17%	25%
Over 6 wk. to 3 mo.	0	33
Over 3 mo. to 6 mo.	50	25
Over 6 mo. to 12 mo.	33	17
Over 12 mo.	0	0
Total	**100%**	**100%**
Median Training Period (wk.)	**20**	**15**

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Source: Sales & Marketing Management survey

COPYRIGHT NOTICE and rights of reproduction

The *Survey of Selling Costs* is a copyrighted publication of *Sales & Marketing Management* magazine. Reproduction in any form of the data contained herein is strictly forbidden. Permission to reproduce all or any part of the data in this *Survey of Selling Costs* may be obtained only upon written request to *Sales & Marketing Management*, specifying the intended use.

SIMPLE ANSWERS WON'T SOLVE PROBLEMS. THE BOTTOM LINE IS PROOF.

Everybody's got simple answers. Trouble is, simple answers won't solve your complex sales and marketing problems. For a sales training program that fits your company, your products and your customers, you need Essential Selling Skills (ESS) from MOHR Development.

ESS is the proven sales training program that recognizes your needs ... and the needs of your customers. It teaches your sales force how to fine-tune Critical Selling Skills directly related to your product or service, helping them to think, adapt and achieve your business goals.

"THE CHECK'S IN THE MAIL."

"WE'LL HAVE LUNCH SOMETIME."

"ONE SIZE FITS ALL."

"I'M FROM THE GOVERNMENT AND I'M HERE TO HELP YOU."

"THE SAME SALES TRAINING PROGRAM CAN WORK FOR EVERY COMPANY."

Based on the proven technique of behavior modeling, ESS teaches and develops the interpersonal skills necessary for effective customer service and selling. Each component of the program contains videotaped models that recreate situations encountered every day by your entire staff. It's a step-by-step process facilitated by your own instructors, trained and certified by MOHR's experienced staff.

More than just a customer service manual or training film, ESS is a complete program backed by over ten years of research and validation. MOHR Development is a proven sales training resource. Our programs have brought results to such diverse clients as Chesebrough Ponds, Frito Lay, Shearson/American Express, Tymshare, Levi Strauss, Alexander & Alexander, General Instrument and more.

So don't count on simple answers. Get MOHR results. To find out how ESS can fit your sales and marketing needs return the coupon below or call Nick Ward at:

(203) 357-1357

MOHR
MANAGEMENT OF HUMAN RESOURCES

Yes...
- ☐ Please call me to arrange for an ESS presentation.
- ☐ Please call me with more information.
- ☐ Please send me more information.

Name
Title or Position
Institution Name
Address
City State Zip
Phone Best Time To Call

Nick Ward, Vice President
Sales Training Division
MOHR Development, Inc., 30 Oak Street
Stamford, Connecticut 06905

Circle No. 120 on Reader Service Card

Step-by-step sequence in preparing a sales meeting budget

Using information from *S&MM's Survey of Selling Costs*, a marketer can get a more reliable fix on the costs of a sales meeting. In the hypothetical example used here, a two-day divisional meeting is planned for Minneapolis. Of the 48 people who will attend, 43 will arrive from out of town the evening before the meeting starts.

Hotel costs	1. *City (Minneapolis)*	2. *No. Of Meeting Participants*	3. *No. Of Times Cost Is Incurred*	4. *Cost Per Person*	11. *Total Cost Per Meeting*
5. Lodging	$50.00	48	91	$56.00	$5,096
6. Meals					
Breakfast	6.45	48	96	6.45	619
Lunch	8.85	48	96	8.85	850
Dinner	13.45	53	53	13.45	713
7. Coffee breaks	1.75	48	144	1.75	252
8. Cocktail party	15.00	53	53	7.50	398
9. Meeting room					—
10. Hospitality-suite rental					—
12. Subtotal (hotel costs)					**$7,928**
Supplementary costs					
13. Audiovisual rental					$ 325
14. Meals away from hotel					746
15. Transportation from airport to meeting site					578
16. Automobile rental					—
17. Transportation to and from meeting city					7,547
18. Entertainment, printed materials, handouts, etc.					1,215
19. Subtotal (supplementary costs)					**$10,411**
20. Grand total					**$18,339**
21. Number of participants					48
22. Average cost per participant					**$ 382**

Hotel costs

1. According to Table IV-4: Sales Meeting Costs (page 76), median group lodging rates range from $47 to $63 for a single room. For budget purposes, the sales manager plans to use a hotel that charges no more than $50 daily (Column 1, Line 5).
2. He enters the number of meeting participants who will attend each function in items 5 through 8.
3. The 43 people arriving the night before will need lodging for two nights, the other 5 only one night, so the number of times the lodging cost is incurred comes to 91 (Column 3, Line 5).
4. Table II-3: Meal and Lodging Tax Rates (page 57) indicates that Minneapolis has a 12% room tax, which brings the cost per person to $56.00.
5. Multiplying this figure by the figure in Column 3 results in a total lodging cost of $5,096 (Column 11, Line 5).
6. Referring again to Table IV-4, he enters the cost of group meals in Column 1, Line 6: Breakfast, $6.45, Lunch, $8.85, and Dinner $13.45. The two-day meeting will require two breakfasts and two lunches, so the number of times those individual costs are incurred comes to 96. Multiplying that figure by each meal cost results in a total breakfast cost of $619 and a total lunch cost of $850. A reception and dinner will be held in the hotel at the end of the first day, and 5 people from top management will attend as guest speakers, bringing the number of attendees to 53. Multiplying that number by the meal cost results in a total dinner cost of $713.
7. The meeting will end early the afternoon of the second day so only three coffee breaks are planned (Column 3, Line 7).
8. Although the median rate for a two-hour reception is $15.00 (as indicated in Table IV-4), the sales manager plans only a one-hour function and cuts the cost in half to $7.50 (Column 4, Line 8).
9. Because he has reserved sleeping rooms and will have sizable meal functions, the sales manager knows that the hotel will waive meeting-room charges.
10. The same applies to hospitality-suite rental.
11. The total cost for each function is derived by multiplying the cost of each function by the number of times the cost will be incurred (Column 11).
12. Adding the functional costs in Column 11 results in a total hotel cost of $7,928.

Supplementary costs

13. The sales manager would have no audiovisual rental cost because he will use the overhead projector and screen normally furnished by hotels; however, he plans to rent a large TV screen and player for entertainment during the dinner function and he determines from Table V-4 (page 116) that he can expect to pay about $325 for this equipment (Line 13).
14. Dinner costs will have to be allowed for the 43 attendees arriving on the night before the meeting. Table II-1: Metro Sales Costs (page 46) shows that a dinner in Minneapolis costs about $16.35. Table II-3 shows that Minneapolis adds a 6% tax to meals, which brings the cost per person to $17.35. Multiplying this figure by 43 results in a $746 cost for meals away from the hotel (Line 14).
15. The taxi fare from airport to downtown, also found in Table II-1, indicates that the total cost for this item will come to $578 (Line 15).
16. The attendees will spend all their time at the meeting, hence there will be no need for auto rentals (Line 16).
17. The traffic department tells the sales manager that air coach fares for flying the 43 out-of-towners to Minneapolis will aggregate $7,547 (Line 17).
18. The cost for transparencies, printed workshop materials, and the like is budgeted at $1,215 (Line 18).
19. Adding up the various supplementary items results in a subtotal of $10,411 (Line 19).
20. Combining hotel and supplementary costs provides a grand total of $18,339 (Line 20).
21. The number of participants is 48.
22. Dividing grand total costs by 48 results in an average cost per participant of $382 (Line 22). If this same procedure is followed for calculating the per-participant cost of other candidate cities, the sales manager will learn which location is a more economical choice.

TABLE IV-4 **Sales meetings costs**

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Atlantic City, NJ	*Low:*	*Low:*	B—Median	Median	Median	Median	For 25: $ 60.00
	Median	Median	$6.75	$1.75	$115.00	$18.50	For 50: $ 90.00
	$55.00	$65.00	Range	Range	Range	Range	For 75: $150.00
	Range	Range	$4.00–$9.00	$1.50–$2.35	$50.00–$200.00	$6.00–$20.00	For 100: $215.00
	$40.00–$80.00	$40.00-$80.00	L—Median				
	High:	*High:*	$9.50				
	Median	Median	Range				
	$75.00	$85.00	$4.00–$12.00				
	Range	Range	D—Median	Range			
	$50.00–$150.00	$71.00–$150.00	$14.75	$8.50–$25.00			
Atlanta, GA	*Low:*	*Low:*	B—Median	Median	Median	Median	For 25: $ 70.00
	Median	Median	$6.00	$2.40	$175.00	$16.50	For 50: $115.00
	$65.00	$72.00	Range	Range	Range	Range	For 75: $175.00
	Range	Range	$4.95–$11.95	$2.00–$2.50	$150.00–$375.00	$8.50–$22.50	For 100: $300.00
	$41.00–$80.00	$44.00–$100.00	L—Median				
	High:	*High:*	$10.90				
	Median	Median	Range				
	$89.00	$82.25	$7.00–$17.95				
	Range	Range	D—Median	Range			
	$45.00–$133.00	$49.00–$103.00	$16.45	$9.00–$24.95			

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

AN OPEN AND SHUT CASE

SOLID EXPERIENCE IN EVERY DETAIL.

Circle No. 113 on Reader Service Card

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Boston, MA	*Low:*	*Low:*	B— Median	Median	Median	Median	For 25: $120.00
	Median	Median	$6.00	$2.75	$190.00	$22.00	For 50: $190.00
	$85.00	$90.00	Range	Range	Range	Range	For 75: $300.00
	Range	Range	$4.25–$9.95	$1.85–$3.05	$150.00–$500.00	$15.00–$45.00	For 100: $300.00
	$75.00–$105.00	$85.00–$120.00	L— Median				
	High:	*High:*	$11.00				
	Median	Median	Range				
	$87.00	$102.00	$9.50–$16.50				
	Range	Range	D— Median	Range			
	$85.00–$125.00	$95.00–$140.00	$18.35	$12.50–$26.00			
Chicago, IL	*Low:*	*Low:*	B— Median	Median	Median	Median	For 25: $ 75.00
	Median	Median	$8.50	$2.45	$460.00	$15.00	For 50: $150.00
	$70.00	$86.00	Range	Range	Range	Range	For 75: $225.00
	Range	Range	$4.95–$10.95	$2.00–$3.25	$370.00–$550.00	$12.00–$18.00	For 100: $250.00
	$51.00–$76.00	$63.00–$94.00	L— Median				
	High:	*High:*	$11.75				
	Median	Median	Range				
	$85.00	$108.00	$6.25–$12.95				
	Range	Range	D— Median	Range			
	$75.00–$98.00	$89.00–$110.00	$21.00	$11.95–$24.95			
Cleveland, OH	*Low:*	*Low:*	B— Median	Median	Median	Median	For 25: $ 60.00
	Median	Median	$5.60	$2.75	$125.00	$19.80	For 50: $ 75.00
	$50.00	$65.00	Range	Range	Range	Range	For 75: $150.00
	Range	Range	$3.95-$10.95	$1.70–$2.75	$75.00–$150.00	$6.25	For 100: $225.00
	$44.00–$56.00	$52.00–$66.00	L— Median				
	High:	*High:*	$7.35				
	Median	Median	Range				
	$60.00	$72.00	$4.95–$14.95				
	Range	Range	D— Median	Range			
	$44.00–$62.00	$52.00–$75.00	$13.45	$8.75–$20.50			

FOR THE ATLANTA HILTON.

All the promises in the world can't guarantee you a successful meeting.
But when you work with a proven record of solid experience, you can just make promises.
We back them up with a proven record of solid experience. Over the past nine years we've hosted more than 3,000 successful meetings. And one reason they've been so successful is because our meeting coordinators have become absolute card-carrying experts in their field. So for your next meeting, don't settle for promises. Come to The Atlanta Hilton and experience success in a World Class Hotel in a Great American City. For more information, contact our Director of Marketing, Courtland and Harris Sts., Atlanta, GA 30303 (404) 659-2000.
Case Closed.

TABLE IV-4 *Sales meetings costs*

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Dallas, TX	*Low:* Median $59.00 Range $49.00–$95.00 *High:* Median $79.00 Range $56.00–$120.00	*Low:* Median $89.00 Range $59.00–$115.00 *High* Median $109.00 Range $66.00–$140.00	B—Median $6.50 Range $5.50–$19.75 L—Median $10.40 Range $6.50–$21.50 D—Median $14.65 Range $8.50—$40.00	Median $2.75 Range $2.00–$3.50	Median $150.00 Range $100.00–$355.00	Median $14.90 Range $14.00–$15.75	For 25: $115.00 For 50: $165.00 For 75: $265.00 For 100: $400.00
Denver, CO	*Low:* *Median* *$76.00* *Range* *$55.00–$110.00* *High:* Median $81.00 Range $62.00–$120.00	*Low:* Median $92.00 Range $65.00–$110.00 *High:* Median $93.00 Range $72.00–$140.00	B—Median $7.25 Range $3.50–$10.00 L—Median $9.15 Range $7.50–$16.00 D—Median $14.40 Range $9.95–$29.00	Median $2.50 Range $2.00–$2.75	Median $89.00 Range $72.00–$350.00	Median $10.00 Range $8.00–20.00	For 25: $115.00 For 50: $140.00 For 75: $190.75 For 100: $200.00
Detroit, MI	*Low:* Median $52.50 Range $48.00–$60.00 *High:* Median $67.50 Range $58.00–$75.00	*Low:* Median $69.50 Range $52.00–$79.00 *High:* Median $87.00 Range $60.00–$94.00	B—Median $5.95 Range $3.50–$14.00 L—Median $8.25 Range $7.95–$15.75 D—Median $15.95 Range $11.60–$25.50	Median $2.20 Range $1.85–$2.50	Median $190.00 Range $85.00–$250.00	Median $14.00 Range $10.00–$18.00	For 25: $ 85.00 For 50: $115.00 For 75: $275.00 For 100: $275.00
Honolulu, HI	*Low:* Median $53.00 Range $50.00–$65.00 *High:* Median $75.00 Range $65.00–$89.00	*Low:* Median $53.00 Range $50.00–$110.00 *High:* Median $89.00 Range $75.00–$110.00	B—Median $7.25 Range $6.75–$8.15 L—Median $8.70 Range $8.00–$9.20 D—Median $17.50 Range $15.00–$17.65	Median $3.30 Range $3.00–$4.40	Median $135.00 Range $125.00–$225.00	Median $18.75 Range $17.50–$29.00	For 25: $125.00 For 50: $165.00 For 75: $165.00 For 100: $200.00
Houston, TX	*Low:* Median $62.00 Range $58.00–$95.00 *High:* Median $80.00 Range $75.00–150.00	*Low:* Median $72.00 Range $70.00–$115.00 *High:* Median $92.00 Range $85.00–150.00	B—Median $7.50 Range $3.75–$14.00 L—Median $14.00 Range $9.00–$18.00 D—Median $16.00 Range $12.00–$27.00	Median $2.00 Range $1.75–$2.35	Median $275.00 Range $250.00–$600.00	Median $16.00 Range $10.00–$20.00	For 25: $100.00 For 50: $225.00 For 75: $250.00 For 100: $300.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-4 *Sales meetings costs*

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Indianapolis, IN	*Low:* Median $40.00 Range $36.00–$56.00 *High:* Median $44.00 Range $40.00–$68.00	*Low:* Median $48.00 Range $42.00–$63.00 *High:* Median $50.00 Range $48.00–$75.00	B— Median $3.75 Range $3.10–$7.25 L— Median $6.50 Range $4.95–$11.00 D— Median $10.15 Range $6.75–$19.10	Median $2.15 Range $1.95–$3.50	Median $60.00 Range $40.00–$140.00	Median $16.00 Range $6.00–$30.00	For 25: $ 70.00 For 50: $100.00 For 75: $170.00 For 100: $200.00
Las Vegas, NV	*Low:* Median $42.50 Range $33.00–$60.00 *High:* Median $45.00 Range $40.00–$60.00	*Low:* Median $50.00 Range $33.00–$85.00 *High* Median $50.00 Range $45.00–$85.00	B— Median $6.20 Range $4.50–$10.00 L— Median $7.00 Range $5.95–$12.50 D— Median $10.00 Range $6.00–$18.00	Median $3.50 Range $1.95–$4.50	Median $135.00 Range $100.00–$150.00	Median $20.00 Range $16.00–$28.00	For 25: $ 50.00 For 50: $ 75.00 For 75: $115.00 For 100: $150.00
Los Angeles, CA	*Low:* Median $79.00 Range $67.00–$118.00 *High:* Median $119.00 Range $77.00–$138.00	*Low:* Median $99.00 Range $77.00–$110.00 *High:* Median $130.00 Range $87.00–$139.00	B— Median $8.15 Range $5.60–$11.50 L— Median $10.75 Range $7.50–$17.00 D— Median $15.75 Range $8.75–$16.00	Median $5.00 Range $3.25–$6.00	Median $165.00 Range $100.00–$500.00	Median $19.00 Range $14.50–$20.00	For 25: $ 75.00 For 50: $125.00 For 75: $150.00 For 100: $175.00
Miami, FL	IN SEASON *Low:* Median $90.00 Range $70.00–$120.00 *High:* Median $100.00 Range $70.00–$120.00	IN SEASON *Low:* Median $135.00 Range $105.00–$160.00 *High:* Median $135.00 Range $115.00–$160.00	YEAR-ROUND B— Median $7.25 Range $3.25–$15.00 L— Median $9.85 Range $6.00–$18.00 D— Median $19.25 Range $11.75–$30.00	YEAR-ROUND Median $2.35 Range $1.50–$2.50	YEAR-ROUND Median $125.00 Range $100.00–$150.00	YEAR-ROUND Median $14.25 Range $13.50–$30.00	YEAR-ROUND For 25: $ 75.00 For 50: $135.00 For 75: $165.00 For 100: $200.00
	OFF SEASON						
	Single *Low:* Median $65.00 Range $50.00–$110.00	*High:* Median $70.00 Range $50.00–$110.00	*Double* *Low:* Median $70.00 Range $70.00–$120.00	*High:* Median $90.00 Range $70.00–$120.00			
Milwaukee, WI	*Low:* Median $39.00 Range $30.00–$46.00 *High:* Median $56.00 Range $34.00–$59.00	*Low:* Median $49.00 Range $34.00–$51.00 *High:* Median $64.00 Range $38.00–$69.00	B— Median $4.75 Range $3.25–$7.75 L— Median $9.00 Range $6.00–$10.00 D— Median $12.00 Range $9.95–$17.50	Median $2.05 Range $1.10–$2.50	Median $75.00 Range $50.00–$100.00	Median $10.00 Range $9.00–$12.00	For 25: $ 60.00 For 50: $ 85.00 For 75: $135.00 For 100: $220.00

TABLE IV-4 *Sales meetings costs*

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Minneapolis, MN	*Low:* Median $50.00 Range $47.00–$63.00 *High:* Median $69.00 Range $62.00–$75.00	*Low:* Median $58.00 Range $52.00–$75.00 *High:* Median $81.00 Range $70.00–$90.00	B— Median $6.45 Range $5.25–$11.75 L— Median $8.85 Range $7.00–$13.75 D— Median $13.45 Range $8.95–$18.95	Median $1.90 Range $1.50–$2.25	Median $175.00 Range $125.00–$225.00	Median $15.00 Range $12.00–$20.00	For 25: $115.00 For 50: $175.00 For 75: $225.00 For 100: $350.00
New Orleans, LA	*Low:* Median $80.00 Range $78.00–$88.00 *High:* Median $110.00 Range $103.00–$130.00	*Low:* Median $105.00 Range $100.00– $108.00 *High:* Median $130.00 Range $122.00–$150.00	B— Median $9.25 Range $4.00–$13.75 L— Median $13.50 Range $10.00–$24.50 D— Median $24.75 Range $14.50–$50.00	Median $2.75 Range $2.00–$4.00	Median $150.00 Range $40.00–$500.00	Median $14.50 Range $10.00–$25.00	For 25: $ 90.00 For 50: $115.00 For 75: $150.00 For 100: $175.00
New York, NY	*Low:* Median $84.00 Range $73.00–$85.00 *High:* Median $115.00 Range $105.00–$120.00	*Low:* Median $89.00 Range $73.00–$105.00 *High:* Median $130.00 Range $120.00–$140.00	B— Median $11.50 Range $5.50–$12.00 L— Median $20.50 Range $14.00–$26.00 D— Median $26.25 Range $19.25–$37.95	Median $5.50 Range $3.95–$7.00	Median $225.00 Range $200.00–$250.00	Median $22.00 Range $20.00–$30.00	For 25: $225.00 For 50: $370.00 For 75: $450.00 For 100: $625.00
Oakland, CA	*Low:* Median $52.00 Range $49.00–$64.00 *High:* Median $68.00 Range $65.00–$90.00	*Low:* Median $60.00 Range $58.00–$75.00 *High:* Median $75.00 Range $70.00–$104.00	B— Median $5.25 Range $4.75–$11.50 L— Median $8.25 Range $6.50–$15.75 D— Median: $12.95 Range $10.25–$20.00	Median $2.25 Range $2.00–$3.90	Median $90.00 Range $50.00–$100.00	Median $15.00 Range $5.00–$19.00	For 25: $125.00 For 50: $150.00 For 75: $265.00 For 100: $375.00
Orlando, FL	*Low:* Median $50.00 Range $45.00–$80.00 *High:* Median $75.00 Range $65.00–$80.00	*Low:* Median $60.00 Range $49.00–$99.00 *High:* Median $87.00 Range $75.00–$99.00	B— Median $6.25 Range $4.45–$6.95 L— Median $7.95 Range $5.50–$10.75 D— Median $11.25 Range $7.75–$17.95	Median $3.05 Range $1.00–$3.50	Median $215.00 Range $125.00–$250.00	Median $20.30 Range $19.00–$50.00	For 25: $ 95.50 For 50: $100.00 For 75: $130.00 For 100: $220.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-4 *Sales meetings costs*

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Philadelphia, PA	*Low:* Median $64.00 Range $62.00–$80.00 *High:* Median $76.00 Range $70.00–$90.00	*Low:* Median $79.00 Range $73.00–$90.00 *High:* Median $85.00 Range $82.00–$98.00	B—Median $6.60 Range $3.25–$7.95 L—Median $8.90 Range $7.25–$14.75 D—Median $14.90 Range $10.95–$22.75	Median $1.95 Range $1.75–$2.35	Median $150.00 Range $125.00–$225.00	Median $10.00 Range $8.00–$16.50	For 25: $140.00 For 50: $240.00 For 75: $350.50 For 100: $400.00
Phoenix-Scottsdale, AZ	*Low:* Median $60.00 Range $50.00–$155.00 *High:* Median $130.00 Range $50.00–$165.00	*Low:* Median $62.00 Range $60.00–$175.00 *High:* Median $145.00 Range $60.00–$175.00	B—Median $6.45 Range $3.75–$9.00 L—Median $9.00 Range $5.45–$13.00 D—Median $22.00 Range $8.95–$36.00	Median $2.25 Range $2.00–$2.75	Median $290.00 Range $100.00–$475.00	Median $20.00 Range $7.00–$30.00	For 25: $ 85.00 For 50: $100.00 For 75: $150.00 For 100: $200.00
Pittsburgh, PA	*Low:* Median $67.00 Range $44.00–$69.00 *High:* Median $79.50 Range $51.00–$81.00	*Low:* Median $77.00 Range $54.00–$89.00 *High:* Median $90.00 Range $61.00–$101.00	B—Median $4.95 Range $3.95–$10.95 L—Median $9.75 Range $5.95–$16.50 D—Median $13.95 Range $8.95–$23.95	Median $3.10 Range $.85–$3.50	Median $60.00 Range $50.00–$100.00	Median $10.00 Range $6.50–$11.50	For 25: $140.00 For 50: $240.00 For 75: $340.00 For 100: $450.00
Reno, NV	*Low:* Median $32.00 Range $20.00–$59.00 *High:* Median $41.00 Range $32.00–$69.00	*Low:* Median $41.50 Range $20.00–$59.00 *High:* Median $43.50 Range $32.00–$69.00	B—Median $5.50 Range $2.75–$8.95 L—Median $7.10 Range $4.95–$11.95 D—Median $13.10 Range $8.25–$23.10	Median $2.40 Range $1.95–$2.90	Median $80.00 Range $30.00–$225.00	Median $14.80 Range $4.95–$28.35	For 25: $ 35.00 For 50: $ 75.00 For 75: $ 90.00 For 100: $140.00
St. Louis, MO	*Low:* Median $55.00 Range $52.00–$69.00 *High:* Median $70.00 Range $62.00–$88.00	*Low:* Median $70.00 Range $52.00–$81.00 *High:* Median $87.00 Range $72.00–$100.00	B—Median $6.00 Range $4.10–$10.50 L—Median $8.15 Range $6.25–$14.95 D—Median $13.10 Range $8.95–$30.00	Median $2.00 Range $1.50–$4.00	Median $125.00 Range $40.00–$200.00	Median $10.00 Range $5.75–$20.00	For 25: $150.00 For 50: $175.00 For 75: $200.00 For 100: $225.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls toast sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

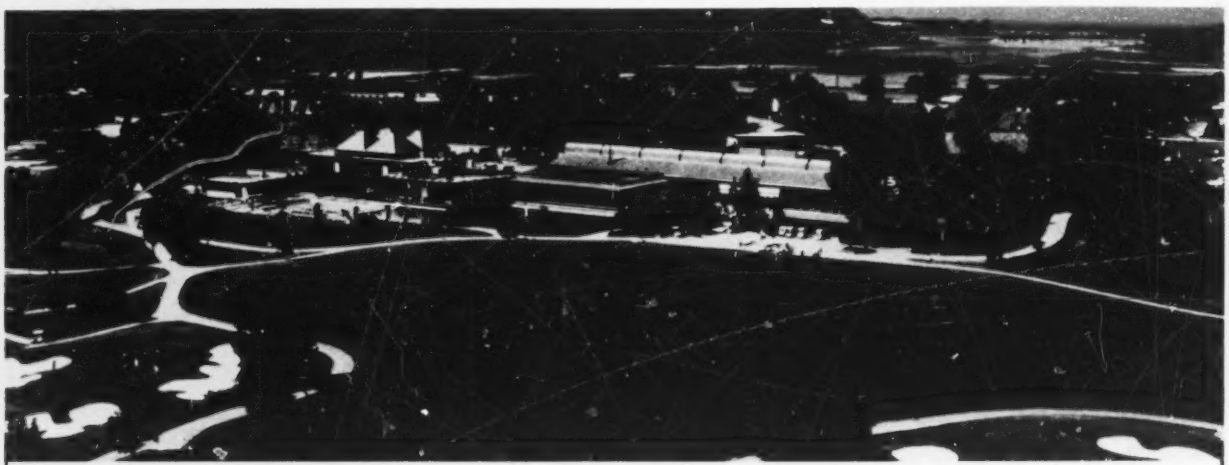
Source: Sales & Marketing Management survey

TABLE IV-4 *Sales meetings costs*

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
San Antonio, TX	*Low:* Median $70.00 Range $69.00–$79.00 *High:* Median $95.00 Range $85.00–$110.00	*Low:* Median $92.50 Range $80.00–$96.00 *High:* Median $111.00 Range $100.00–$130.00	B— Median $6.95 Range $16.50–$11.25 L— Median $9.00 Range $8.25–$15.75 D— Median $19.50 Range $11.75–$30.75	Median $3.00 Range $2.00–$4.25	Median $225.00 Range $125.00–$385.00	Median $15.50 Range $10.00–$26.50	For 25: $100.00 For 50: $125.00 For 75: $150.00 For 100: $300.00
San Diego, CA	*Low:* Median $81.50 Range $40.00–$125.00 *High:* Median $95.00 Range $94.00–$135.00	*Low:* Median $99.50 Range $45.00–$125.00 *High:* Median $114.00 Range $95.00–$135.00	B— Median $7.50 Range $4.95–$10.00 L— Median $10.00 Range $5.95–$16.00 D— Median $18.40 Range $8.40–$40.00	Median $3.00 Range $2.00–$9.25	Median $275.00 Range $150.00–$315.00	Median $14.00 Range $5.00–$35.00	For 25: $ 50.00 For 50: $175.00 For 75: $200.00 For 100: $250.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.



The perfect setting for your next business meeting.

Thanks to La Costa's problem-solving Gold Key Award professionalism, you will enjoy one of the nation's most complete Conference Centers, with 10,000 square feet of modern facilities. Only 35 minutes from San Diego International Airport, our letter-perfect program will be ready for your group when it arrives.

The finest meeting facilities just happen to be next door to the world's greatest Spa, the MONY Tournament of Champions golf course and 25 tennis courts. That La Costa Touch. The touch of success.

LA COSTA HOTEL & SPA CARLSBAD, CA 92008

THE COMPLETE RESORT

Let us handle the details for you. Call Alex Frankel toll-free: 800/854-6564 (In California: 800/542-6200) and ask for our Conference Planner's Kit.

TABLE IV-4 ***Sales meetings costs***

City	Lodging (Group Rates) Daily Room Rates Single	Lodging (Group Rates) Daily Room Rates Double	Food And Beverage (Group Rates) Meals (Per Person)	Food And Beverage (Group Rates) Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	Hospitality Functions 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
San Francisco, CA	*Low:* Median $69.00 Range $48.00–115.00 *High:* Median $100.00 Range $48.00–130.00	*Low:* Median $84.00 Range $52.00–$140.00 *High:* Median $115.00 Range $52.00–$145.00	B— Median $10.50 Range $6.00–$12.00 L— Median $12.00 Range $10.00–$22.00 D— Median $22.00 | Range $14.35–$45.00	Median $3.35 Range $3.15–$3.50	Median $325.00 Range $125.00–$600.00	Median $12.00 Range $5.00–$40.00	For 25: $125.00 For 50: $175.00 For 75: $225.00 For 100: $375.00
Seattle, WA	*Low:* Median $50.00 Range $35.00–$80.00 *High:* Median $62.00 Range $38.00–$80.00	*Low:* Median $58.00 Range $35.00–$80.00 *High:* Median $70.00 Range $43.00–$80.00	B— Median $5.75 Range $1.95–$9.25 L— Median $8.15 Range $2.35–$12.75 D— Median $10.65 | Range $4.00–$25.50	Median $2.60 Range $2.25–$3.20	Median $62.00 Range $60.00–$150.00	Median $15.00 Range $6.00–$20.00	For 25: $ 60.00 For 50: $150.00 For 75: $165.00 For 100: $200.00
Washington, DC	*Low:* Median $86.50 Range $72.00–$92.00 *High:* Median $112.50 Range $105.00–$130.00	*Low:* Median $105.00 Range $88.00–$108.00 *High:* Median $130.00 Range $121.00–$150.00	B— Median $8.70 Range $5.75–$20.00 L— Median $15.00 Range $12.00–$25.00 D— Median $21.75 | Range $15.00–$50.00	Median $3.00 Range $2.75–$6.50	Median $195.00 Range $75.00–$250.00	Median $25.00 Range $20.00–$27.00	For 25: $125.00 For 50: $150.00 For 75: $225.00 For 100: $250.00

Our Stock In Blue Chip Meetings Just Jumped 8 Points.

The Kiawah Island Inn and West Beach Village have long been favorites with small to medium sized groups.

Now with the introduction of East Beach Village, Kiawah can accommodate those larger groups that we simply couldn't accommodate before. In fact, our new East Beach Center, opening late Spring 1984, will handle groups twice as large.

Both centers offer easy access to shopping, restaurants, sports, our ten-mile beach, miles of bike trails, fascinating jeep safaris, and all the charm and history of nearby Charleston.

So call now. And put your stock in us.

1. Villa Lodging at Comparable Hotel Rates.
2. Banquet Capacity for 600.
3. Up to 15 Breakout Rooms.
4. Oceanside Jack Nicklaus Golf Course.
5. Full Multi-Media Capability.
6. Second World Class Tennis Club.
7. 21-Acre Park and Pool Complex.
8. Shops, Restaurants, Entertainment.

Kiawah Island
P.O. Box 12910
Charleston, SC 29412
1-803-768-2121

TOLL FREE 1-800-845-2471

Circle No. 153 on Reader Service Card

TABLE IV-5 *Conference centers: Learning away from it all*

Facilities & Rates	**Arrowwood of Westchester** *Rye Brook, NY*	**Dunfey Hyannis Resort and Conference Ctr.** *Hyannis, MA*	**Fort Magruder** *Williamsburg, VA*	**Heritage Village* Conference Ctr.** *Southbury, CT*	**Holiday Inn Executive Conference Ctr.** *Memphis, TN*	**The Houstonian Hotel & Club** *Houston, TX*
Sleeping rooms	274	244 (plus 8 parlors)	244	121	177	300
Capacity	444	448	700	242	225	600
Meeting rooms	31	19 (incl. conf. parlors)	9	20	16	26
Rate/person/day (double occupancy)	$158	$41–$124[1]	$70	$155[2]	$91[2]	$113–$133[1]
Nearest major airport	Westchester County	Logan International, Boston	Norfolk Airport	La Guardia, New York City	Memphis International	Houston Intercontinental
Driving time from center to airport	5 min.	1½–2 hours	45 min.	1½ hours	20 min.	30 min.
Recreation	9-hole golf course (ready spring of 1984), swimming pool (indoor and outdoor), 4 tennis courts, health club, sauna, game room, racquetball and squash facilities, par jogging, platform tennis, access to horseback riding	18-hole par 3 golf course, 3 practice, putting greens, 2 swimming pools (indoor and outdoor), 2 tennis courts, health clubs, sauna, steam room, game room, sightseeing tours can be arranged, access to horseback riding	Indoor pool, tennis courts, fully equipped game room, lounge and sauna (men's and women's)	9- and 18-hole golf courses, heated swimming pool (outdoor), 2 tennis courts, health club, sauna, whirlpool, jacuzzi, game room with billiards, volleyball, access to skiing, horseback riding, and ice skating	18-hole golf course, swimming pool (outdoor), 2 tennis courts, health club, sauna, game room, basketball, fishing, bicycling, jogging paths/ trails, volleyball, horseshoes	Access to 3 18-hole golf courses, 2 heated swimming pools (outdoor), 5 tennis courts, health club, sauna, racquetball courts, indoor and outdoor running tracks, basketball courts

(continued on next page)

[1]European plan. [2]Full American plan. *A Harrison Conference Center.

Source: Sales & Marketing Management survey.

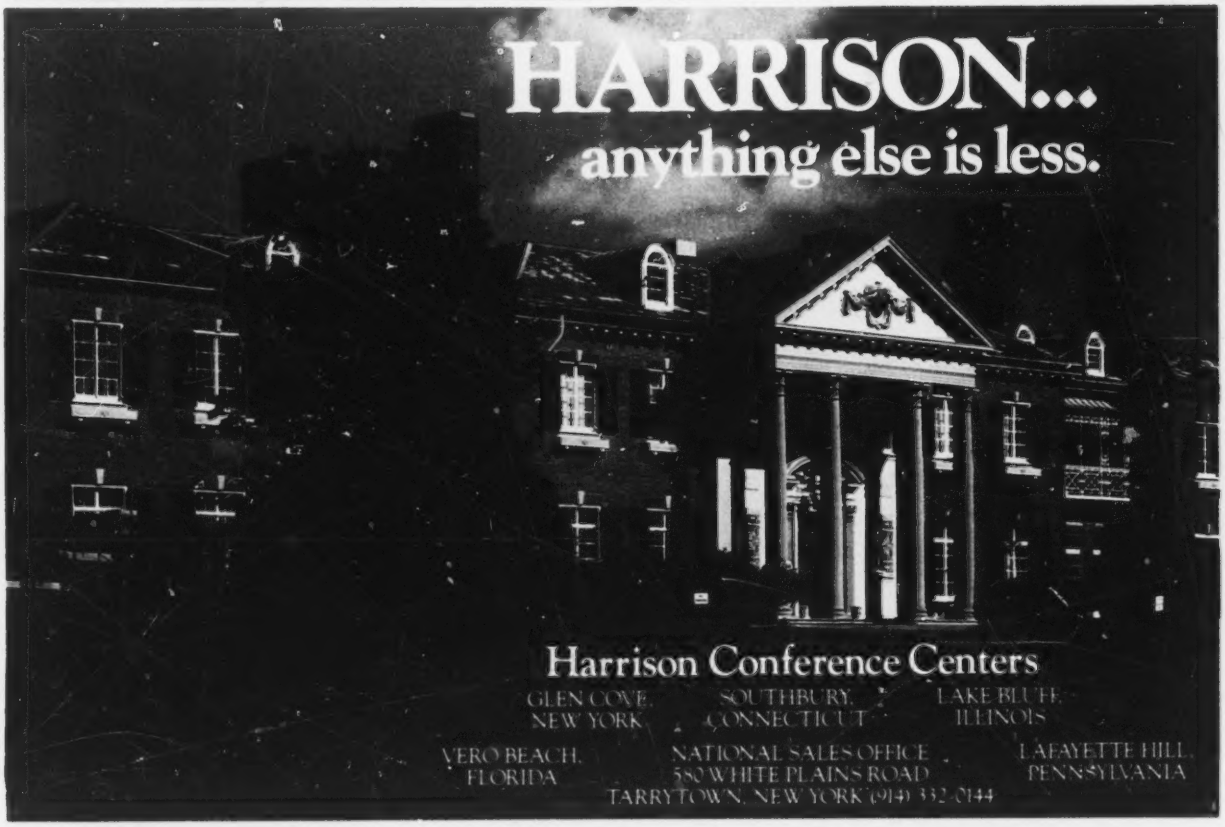


TABLE IV-5 **Conference centers: Learning away from it all** *(continued)*

Facilities & Rates	**Indigo Lakes Conference Ctr.** *Daytona Beach, FL*	**James L. Knight Conference Center** *Miami, FL*	**Scanticon-Princeton Executive Conference Ctr. and Hotel** *Princeton, NJ*
Sleeping rooms	148	615	300
Capacity	300	5,000	400
Meeting rooms	9	37	27
Rate/person/day (double occupancy)	1/1–4/30 $26.00 5/1–12/31 $22.50	$74–$94[2]	$152
Nearest major airport	Daytona Regional Airport	Miami International	Newark
Driving time from center to airport	5 min.	10 min.	45 min.
Recreation	18-hole golf course, putting greens, and driving range, outdoor swimming pool, 8 tennis courts, health club (sauna, steam rooms), par jogging	Outdoor pool, access to golf, tennis, boating, and the beach.	Access to 9- and 18-hole golf courses, indoor pool, 4 tennis courts, health club (sauna, exercise room, game room), access to ballooning, gliding, river rafting, horseback riding, and jogging

[1]European plan.
[2]Full American plan.
[3]A Harrison Conference Center.

Add country elegance to your next New York meeting.

Just north of Manhattan and 30 minutes from LaGuardia Airport, discover our extensive meeting facilities: 33 function rooms for groups of 10 to 1400. Enjoy our country hotel on 66 wooded acres of magnificent gardens with resort amenities like indoor and outdoor swimming pools, lighted tennis courts and superb restaurants. For more information, call Hilton Group Central or our Professional Conference Center, (914) 939-6300.

THE RYE TOWN HILTON
699 Westchester Avenue, Rye Brook, New York 10573

Circle No. 131 on Reader Service Card

THE QUALITY CHOICE

in Chicopee, Mass.
Quality Inn and Conference Center

You've got a quality choice for meetings and lodgings: the Quality Inn and Conference Center in Chicopee, Mass. At the crossroads of New England at Exit 6 of the Mass. Pike and Rt. 291. With 13 meeting rooms for up to 1500. 181 luxurious guest rooms. Italian Restaurant. Lounge. Pool. And affordable prices.

Quality Inn and Conference Center
296 Burnett Rd.
Chicopee, MA 01020

For reservations call 413-592-7751
or call toll-free

800-228-5151

Quality Inn

Circle No. 131 on Reader Service Card

Scottsdale Conference Ctr. & Resort Hotel *Scottsdale, AZ*	Sheraton Inn & Conference Ctr. *Boxborough, MA*	Woodlands Inn & Country Club *Woodlands, TX*
261	143	268
500	300	494
30	14	20
Seasonal	$72	$88
Phoenix Sky Harbor International	Logan International, Boston	Worcester Airport, Worcester, MA	Houston Intercontinental
25 min.	50 min.	30 min.	25 min.
Access to 2 18-hole golf courses, 2 heated swimming pools (outdoor), 8 tennis courts health clubs, game room, desert jeep tours, bicycle rental, access to horseback riding and sailing	2 swimming pools (indoor and outdoor), 2 tennis courts, exercise room, sauna, downhill and cross-country skiing, ice skating pond, baseball, volleyball	3 18-hole golf courses, 5 swimming pools (4 outdoor), 24 tennis courts equestrian center, health club, ice rink (indoor), aquatic center, game room, jogging trails, access to fishing

Source: Sales & Marketing Management survey.

Summertime At Boca. Temperatures Up 10°. Prices Down 50%.

Same great service, same great food and rooms, same great beach, golf and tennis. But the price is down a lot because temperatures are up a little.

Summer Meeting Package

Available June 1—September 30, 1984
*$83 per person per day double occupancy
*$115 single per day
Includes: Room • Breakfast • Dinner • Service Charge • Greens Fees and Cart • Tennis • Chaise Lounge-Garden Pool • Locker-Cabana Club • One group reception per meeting • One coffee break daily for group • Golf and Tennis Clinic-one per meeting

For further information, call Mr. Thomas A. Barnard, Sales Manager, today at (305) 395-3000.

*Sunday through Thursday. Minimum of 25 rooms and three nights. Florida sales taxes and parking not included. Not available at The Boca Beach Club. Note: 50% discount determined by comparing MAP room rate in The Cloister February—March 1984 to summer 1984. Temperature compares February and July.

The Boca Raton Hotel and Club
P.O. Box 225, Boca Raton, Florida 33429-0379

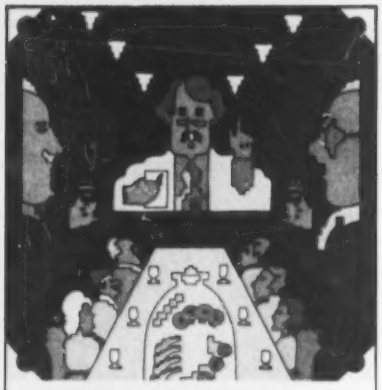
TABLE IV-6

Selected resort hotels: Combining learning with luxury

(continued on next page)

Facilities & Rates	**Amelia Island Plantation** *Amelia Island, FL*	**Boca Raton Hotel & Club** *Boca Raton, FL*	**The Broadmoor Hotel** *Colorado Springs, CO*	**Doral Country Club of Miami** *Miami, FL*	**The Greenbrier** *White Sulphur Springs, WV*
Sleeping rooms	1,000	913	560	655	700
Meeting rooms	13	36	Excess of 30	33	28
Average group lodging rates	IN SEASON 3/12–6/15; 9/4–11/15 Single: $118–$173 Double: $118–$173 SHOULDER SEASON 6/16–9/3 Single: $69–$117 Double: $69–$117 OFF SEASON 11/16/'84–3/10/'85 Single: $57–$100 Double: $57–$100 For rates in time periods prior to 3/12/84, please contact the hotel directly.	IN SEASON 1/1–1/31; 4/1–4/30 Single: $155–$275 Double: $155–$295 2/1–3/31 Single: $170–$275 Double: $190–$295 5/1–5/31 Single: $105–$220 Double: $125–$240 10/1–12/30 Single: $120–$225 Double: $140–$245 OFF SEASON 6/1–9/30 Single: $55–$135 Double: $75–$155	IN SEASON 6/1–9/30 Single: $115–$155 Double: $120–$160 SHOULDER SEASON 4/1–4/30; 11/1–11/30 Single: $75–$115 Double: $80–$120 5/1–5/31; 10/1–10/31 Single: $95–$135 Double: $100–$140 OFF SEASON 12/1–3/31 Single: $55–$95 Double: $60–$100	IN SEASON 1/1–3/31 Single: $135 Double: $135 4/1–4/30 Single: $120 Double: $120 10/1–12/18 Single: $98 Double: $98 SHOULDER SEASON 5/1–5/31 Single: $94 Double: $94 OFF SEASON 6/1–9/30 Single: $60 Double: $64	IN SEASON 4/1–10/1 Single: $127–$244 Double: $101–$132 per person OFF SEASON 11/2–11/30 Single: $86–$150 Double: $86–$150 per person 12/1–2/29 Single: $81–$145 Double: $81–$99 per person 3/1–3/31 Single: $86–$150 Double: $86–$104 per person
Approximate group meal costs (tax and tip included)	B $ 7.25 L $ 7.50 D $24.20	Breakfast and dinner included in rates. Lunch: $12.20 No meals served to nonguests.	B $11.25 L $19.90 D $25.70	B $8.00–$10.30 L $8.00–$10.30 D $20.00–$25.70	Breakfast and dinner included in rates Lunch: $9.60
Recreation:					
Golf	3 9-hole courses	1 18-hole course, access to 4 others	3 18-hole courses	4 18-hole courses; 1 9-hole course	3 18-hole courses
Swimming	16 pools; beach	4 pools; beach	3 pools	1 pool	2 pools (1 indoor)
Tennis	19 courts	22 clay courts	16 courts	19 courts	20 courts (5 indoor)
Horseback riding	Yes	No	Yes	No	Yes
Health club	Yes	Yes	No	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes
Meal plan	European, Modified or Full American	Modified American	European, Modified or Full American	European, Modified or Full American	Modified American
Nearest airport	Jacksonville	West Palm Beach or Fort Lauderdale	Colorado Springs	Miami International	Greenbrier Valley Lewisburg, WV
Distance/time from airport	29 mi. 35 min.	20 mi. 30 min.	8 mi. 15 min.	6 mi. 10 min.	12 mi. 15 min.

Source: Sales & Marketing Management survey



BUSINESS AT THE SUMMIT PAYS ITS OWN DIVIDENDS

If you're bringing a small- to medium-size business group to North Dallas, and you'd rather not be lost in a giant hotel, look into the Summit. It's small enough to remember that attention to detail is the cornerstone of a successful meeting. And large enough to surround you with such amenities as superb dining, exciting live entertainment, outstanding meeting facilities, and a convenient North Dallas location.

The Summit's incomparable price/value makes it a business decision that pays bottom-line dividends. So when you're looking for a place to meet that's just the right size to rise to the occasion, rise to the Summit—a perfect fit for business groups of up to 500.

CALL TOLL FREE: 1-800-228-3555

THE SUMMIT HOTEL

An Uptown Adventure

2645 LBJ Freeway

Dallas, Texas 75234 (214) 243-3363

Circle No. 110 on Reader Service Card

Get Ahead of the Gang

Order the free Consumer Information Catalog to be on top of the latest government information on credit, health, home, money matters, and much more. It lists more than 200 booklets, many free. So send for the Catalog now. You'll be head and shoulders above the crowd. Write:

Consumer Information Center
Dept. MR, Pueblo, Colorado 81009

TABLE IV-6

Selected resort hotels: Combining learning with luxury

Facilities & Rates	Grenelefe Golf & Tennis Resort *Cypress Gardens, FL*	Grossinger's *Grossinger, NY*
Sleeping rooms	865	600
Meeting rooms	28	38
Average group lodging rates	IN SEASON 1/8–4/29 Single: $115–$260 Double: $115–$260	IN SEASON 5/1–10/31 Single: $50–$59 Double: $75.00-$88.50
	SHOULDER SEASON 4/29–6/16; 9/16–1/6 Single: $75–$180 Double: $75–$180	SHOULDER SEASON 11/1–12/31 Single: $46–$56 Double: $69–84
	OFF SEASON 6/17–9/16 Single: $60-$140 Double: $60–$140	OFF SEASON 1/1–4/30 Single: $45–$55 Double: $67.50–$82.50
Approximate group meal costs (tax and tip included)	B $ 7.25 L $ 8.45 D $21.75	All meals included in room rates.
Recreation:		
Golf	3 18-hole courses	27 holes of golf
Swimming	4 pools; lake beach	Indoor/outdoor pool
Tennis	13 courts	12 courts
Horseback riding	No	No
Health club	No	Yes
Sauna	Yes	Yes
Meal plan	European	Modified American, Full American
Nearest airport	Orlando	Sullivan County International
Distance/time from airport	44 mi. 45 min.	8 mi. 15 min.

(continued on next page)

Harbor Island Sheraton *San Diego, CA*	**The Hershey Lodge and Convention Center** *Hershey, PA*	**Hilton Hawaiian Village** *Honolulu, HI*	**Innisbrook** *Tarpon Springs, FL*	**Keystone Resort** *Keystone, CO*	**La Costa Hotel and Spa** *Carlsbad, CA*
1,100 30	425 27	2,612 26	1,000 40	900 14	310 11
IN SEASON 1/10–12/10 Single: $85 Double: $95 OFF SEASON 12/11–1/9 Single: $75 Double: $85	IN SEASON 4/8–11/19 Single $68 Double: $74 OFF SEASON 11/20–4/7 Single: $48 Double: $54	YEAR-ROUND Single: $64–$109 Double: $70–$115	IN SEASON 1/1–4/30 Club suite: $118 SHOULDER SEASON 5/1–5/31; 10/1–12/31 Club suite: $83 6/1–6/30 Club suite: $63 9/1–9/30 Club suite: $58 OFF SEASON 7/1–8/31 Club suite: $50	IN SEASON 12/24–4/1 Single: $95 Double: $106 6/3–10/7 Single: $80 Double: $83 OFF SEASON 4/8–6/3; 10/7–12/24 Single: $63 Double: $66	YEAR-ROUND Single: $125 Double: $125
B $ 8.50 L $12.10 D $18.15	B $ 7.55 L $10.60 D $20.25	B $ 7.45 L $ 9.80 D $20.15	B $ 6.05 L $ 8.45 D $21.80	B $ 6.05–$ 8.45 L $ 9.65–$12.05 D $12.05–$24.10	B $ 6.05–$16.95 L $10.30–$20.55 D $20.55–$46.00
No 3 outdoor pools 4 courts	1 18-hole and 9-hole course Indoor/outdoor pool 4 courts	None 3 outdoor pools; beach None	3 18-hole courses; 1 9-hole course 5 swimming pools; beach within one mile 18 tennis courts	1 18-hole course 6 indoor, 4 outdoor pools 14 courts (2 indoor)	2 18-hole courses 4 outdoor pools; beach 1 mile 25 courts
No	No	No	Access to	Yes	No
Yes Yes	No Yes	No No	Yes Yes	No Yes	Yes Yes
European	European	European, Modified or Full American	European, Modified or Full American	European	European, Modified or Full American
Lindbergh Field	Harrisburg International	Honolulu International	Tampa International	Stapleton International, Denver	San Diego
Under 1 mi. 3–5 min.	12 mi. 15 min.	8 mi. 20 min.	20 mi. 25 min.	75 mi. 90 min.	30 mi. 35 min.

Source: Sales & Marketing Management survey.

TABLE IV-6

Selected resort hotels: Combining learning with luxury

Facilities & Rates	**Longboat Key Club** *Longboat Key, FL*	**Mauna Lani Bay Hotel** *Honolulu, HI*	**Maui Marriott Resort** *Maui, HI*	**Olympia Resort and Spa** *Oconomowoc, WI*	**Pheasant Run** *St. Charles, IL*
Sleeping rooms	221	351	720 (19 suites)	400	550
Meeting rooms	3	7	10 (14,000 sq. ft. ballroom)	30	38
Average group lodging rates	IN SEASON 2/1–5/1 Single: $125–$325 Double: $125–$325 SHOULDER SEASON 12/15–1/31 Single: $90 Double: $90 OFF SEASON 5/1–12/15 Single: $70–$220 Double: $70–$220	YEAR-ROUND Single: $170–$215 Double: $170–$215	All group rates are negotiable. Hotel should be contacted directly.	IN SEASON 5/1–6/16; 10/1–10/31 Single: $56 Double: $60 6/16–9/30 Single: $72 Double: $76 OFF SEASON 11/1–12/31; 1/1–4/30 Single: $45 Double: $50	IN SEASON 4/1–11/23 Single: $50 Double: $85 OFF SEASON 11/24–3/31 Single: $50* Double: $85* *Special winter package includes unlimited use of facilities
Approximate group meal costs (tax and tip included)	B $ 7.20 L $10.60 D $31.40	B $11.90 L $17.85 D $47.60	Prices vary	B $ 7.20 L $ 9.60 D $17.70	B $ 7.20 L $ 9.00–$11.40 D $21.05
Recreation:					
Golf	2 18-hole courses	1 18-hole	2 18-hole courses	1 18-hole course	1 18-hole course
Swimming	1 pool; beach	1 outdoor pool; beach	outdoor pool; (another due for completion 1/84)	Indoor/ 1 outdoor pool; beach	3 pools (1 indoor)
Tennis	20 courts (14 more planned)	10 courts	5 courts	11 courts (4 indoor)	13 courts (4 indoor)
Horseback riding	No	Access to	Access to	Yes	Nearby
Health club	No	No	Yes	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes
Meal plan	European, Modified American	European, Modified American	European, Modified American	Optional	European, Modified American
Nearest airport	Sarasota/ Bradenton	Kona	Kahului	Milwaukee	O'Hare International
Distance/time from airport	7 mi. 15–20 min.	26 mi. 25–30 min.	30 mi. 45 min.	37 mi. 40 min.	35 mi. 60 min.

(continued on next page)

	Pier 66 Hotel and Marina *Fort Lauderdale, FL*	Pine Isle, A Stouffer Resort *Buford, GA*
	256 15	250 24
	IN SEASON 1/15–4/15 Single: $110 Double: $110 OFF SEASON 4/16–1/14 Single: $70 Double: $70	IN SEASON 3/1–11/30 Single: $131 Double: $159 OFF SEASON 1/1–2/29 Single: $82 Double: $109 12/1–12/31 Single: $88 Double: $116
	B $ 8.50 L $18.15 D $24.20	B $ 8.55 L $12.20 D $25.60
	None 2 pools; beach nearby 3 tennis courts	1 18-hole course Indoor/outdoor pool; beach 7 courts (3 indoor)
	No	Yes
	Yes No	No Yes
	European	European, Modified American
	Hollywood Fort Lauderdale Airport	Hartsfield International
	3 mi. 8 min.	45 mi. 60 min.

Source: Sales & Marketing Management survey

Work first class.

Olympia Resort & Spa has over **100,000 square feet of meeting/convention/exhibit space** for your most prestigious meetings. Olympia's new Exhibition Center offers you flexible facilities to dazzle your attendees.

Play first class.

Olympia offers a lot between meetings, too. Superb rooms and villas. An international menu. Indoor tennis and racquetball. Golf on Olympia's championship course. Lake with private beach. Two pools. Skiing. Even a full-service health spa.

Easy to get to.

Olympia Resort & Spa is incredibly accessible, just 40 minutes from Milwaukee's General Mitchell Airport. Chicago is only a 2-hour drive away.

And easy to return to.

Most meeting organizers who use Olympia come back again and again. You will, too.
For complete information about Olympia's affordable prices and quality facilities, write, or call **toll-free 1-800-558-3318.**

Olympia Resort & Spa
Oconomowoc, Wisconsin 53006
1-800-558-3318

Circle No. 106 on Reader Service Card

TABLE IV-6

Selected resort hotels: Combining learning with luxury (continued)

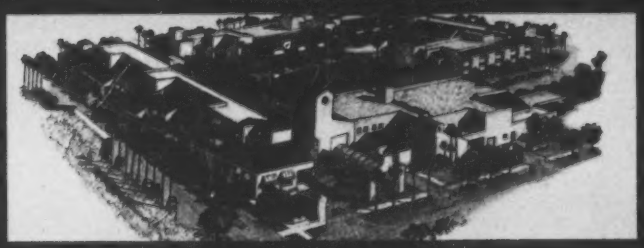
Facilities & Rates	**The Pointe Resort** *Phoenix, AZ*	**Sea Pines Plantation** *Hilton Head Island, SC*	**Sheraton at Steamboat** *Steamboat Springs, CO*	**Sheraton-Waikiki Hotel** *Honolulu, HI*	**Wayne Newton's Tamiment Resort** *Tamiment, PA*
Sleeping rooms	580	900	450	1,900	400
Meeting rooms	48	16	19	20	30
Average group lodging rates	IN SEASON 1/8–5/20 Single: $140 Double: $150 SHOULDER SEASON 9/15–1/8 Single: $96 Double: $106 OFF SEASON 5/20–9/15 Single: $54 Double: $64	IN SEASON 3/23–3/31 Single: $85 Double: $85 4/1–10/31 Single: $105 Double: $105 OFF SEASON 11/1–3/21 Single: $55–$60 Double: $55–$60	IN SEASON 11/25–12/25; 1/2–1/27 Single: $75 Double: $75 12/26–1/1; 1/28–3/25 Single: $95 Double: $95 3/31–6/15 Single: $60 Double: $60 6/15–10/14 Single: $75 Double: $75 OFF SEASON 10/15–11/22 Single: $55 Double: $55	YEAR-ROUND Single: $85–$130 Double: $85–$130	IN SEASON 5/1–10/31 Single: $111–$119 Double: $86–$94 OFF SEASON 11/1–4/30 Single: $86–$94 Double: $66–$74
Approximate group meal costs (tax and tip included)	B $ 9.70 L $12.10 D $30.25	B $ 7.30 L $ 9.75 D $19.50	B $ 8.60 L $11.65 D $19.60	B $ 9.45 L $10.30 D $21.65	B $ 4.90–10.45 L $ 8.00–$14.75 D $11.00–$20.85
Recreation:					
Golf	Access to 1 18-hole course	3 18-hole courses	1 18-hole course	None	1 18-hole course
Swimming	5 pools	5 pools (1 indoor); private beach	2 pools	2 pools	2 pools (1 indoor)
Tennis	8 courts	80 courts	6 courts	None	14 courts (4 indoor)
Horseback riding	Yes	Yes	Yes	No	Yes
Health club	Yes	No	No	No	Yes
Sauna	Yes	No	Yes	No	Yes
Meal plan	European, Modified or Full American	European, Modified or Full American	European, Modified American	Modified American, Full American	Modified American, Full American
Nearest airport	Phoenix	Savannah, GA	Steamboat STOLPORT	Honolulu International	Allentown A-B-E
Distance/time from airport	12 mi. 20 min.	50 mi. 60 min.	5 mi. 10 min.	15 mi. 30 min.	60 mi. 60 min.

Williamsburg Inn and Colonial House *Williamsburg, VA*	Woodcliff Lake Hilton *Woodcliff Lake, NJ*
744 18	347 17 (sectional to 33)
IN SEASON* Single: $62–$103 Double: $62–$103 OFF SEASON* Single: $31–$66 Double: $31–$66 *Call ahead for more specific group rates.	YEAR-ROUND* Single: $95 Double: $119 *Rates are negotiable "value seasons" of July, August and January, February
B $ 6.30–$10.10 L $ 8.80–$12.60 D $15.10–$44.10	B $ 6.15–$15.40 L $14.15 D $25.85
1 18-hole, 1 9-hole course 3 pools 8 courts	Nearby 2 pools (1 indoor) 2 courts
No	Nearby
No No	Yes Yes
European, Modified or Full American	European. Other meal plans available upon request.
Norfolk International, Richmond Byrd Field	Newark International
45 mi. 45 min.	20 mi. 35 min.

Source: Sales & Marketing Management survey

BEFORE WE CREATED OUR NEW MEETING RESORT, WE CHECKED OUR COMPETITION.

RESORT	ON PREMISES CHAMPIONSHIP GOLF AND DAY/NIGHT TENNIS	IDEAL SOUTH FLORIDA CLIMATE	THREE AIRPORT PROXIMITY	ON PREMISES SHOPPING MALL	ON PREMISES INDOOR/OUTDOOR SPORTS COMPLEX/GYMNASIUM
MIAMI LAKES INN & COUNTRY CLUB					
PGA SHERATON RESORT	✓	✓			
DORAL HOTEL & COUNTRY CLUB	✓	✓	✓		
INNISBROOK RESORT	✓				
MARCO BEACH RESORT		✓			
SADDLEBROOK RESORT	✓				



Florida's most complete meeting and sports resort.

Call or write Robert J. Fraser, Director of Marketing for information or for our new Meeting Planners Guide. Call: (305) 821-1150. Main Street, Miami Lakes, FL 33014

Circle No. 154 on Reader Service Card

Copyright notice and rights of reproduction

The *Survey of Selling Costs* is a copyrighted publication of *Sales & Marketing Management* magazine. Reproduction in any form of the data contained herein is strictly forbidden. Permission to reproduce all or any part of the data in this *Survey of Selling Costs* may be obtained only upon written request to *Sales & Marketing Management*, specifying the intended use.

TABLE IV-7 ***Selected airport hotels***

Facilities & Rates	**Atlanta** *Marriott Hotel*	**Boston** *Logan Airport Hilton*	**Chicago** *Sheraton International O'Hare*	**Cleveland** *Marriott Inn–Airport*	**Dallas–Fort Worth** *Amfac Hotel & Resort*
Sleeping rooms	650	557	461	379	1,400
Meeting rooms	21	22	27	15	67
Average group lodging rates	Single: $79 Double: $94	Single: $ 86 Double: $101	Single: $65 Double: $65	Single: $57 Double: $64	Single: $79 Double: $94
Approximate group meal rates	B $ 8.10 L $11.40 D $16.50	B $ 7.70 L $16.35 D $21.95	B $ 7.00 L $10.00 D $18.00	B $ 6.30 L $ 8.75 D $15.05	B $ 6.90 L $12.00 D $19.80
Distance from airport	¼ mi.	At airport	2 min.	2½ mi.	At airport

Circle No. 175 on Reader Service Card

Facilities & Rates	**Miami** *Sheraton River House*
Sleeping rooms	410
Meeting rooms	16
Average group lodging rates	Single: $70 Double: $75
Approximate group meal rates	B $ 6.25 L $10.00 D $20.00
Distance from airport	¼ mi.

Facilities & Rates	**Phoenix** *Sheraton Airport Inn*
Sleeping rooms	178
Meeting rooms	6
Average group lodging rates	Single: $42–$47 Double: $48–$54
Approximate group meal rates	B $ 4.75 L $ 6.75 D $10.00
Distance from airport	At airport

Facilities & Rates	**Seattle** *Red Lion Sea-Tac*
Sleeping rooms	850
Meeting rooms	27
Average group lodging rates	Single: $62–$73 Double: $72–$83
Approximate group meal rates	B $ 8.60 L $ 8.90–$12.25 D $14.70–$33.10
Distance from airport	½ mi.

Denver *Clarion Hotel Denver Airport (Formerly Stouffer's Denver Inn)*	**Detroit** *Marriott Hotel*	**Houston** *Marriott Hotel*	**Kansas City** *Hilton Airport Plaza Inn*	**Los Angeles** *Hilton Towers*	**Memphis** *Memphis Airport Hotel*
588 21 (10 addl. parlors)	163 12	569 26	349 40	1,300 44	381 16
Single: $50–$65 Double: $60–$75	Single: $69–$79 Double: $74–$84	Single: $60–$85 Double: $70–$95	Single: $54–$69 Double: $66–$81	Single: $65 Double: $80	Single: $60 Double: $70
B $ 7.75 L $ 9.85–$11.80 D $18.40	B $ 6.65 L $ 8.90 D $17.85	B $ 4.95–$ 9.50 L $ 6.95–$10.25 D $12.50–$24.00	B $ 6.50 L $ 9.55 D $16.15	B $ 7.00 L $10.00 D $16.00	B $ 7.95 L $10.50 D $16.00
¼ mi.	At airport	At airport	At airport	¾ mi.	1 mi.

New York *International Travelodge (Discount Hotel As Of 2/1/84)*	**Philadelphia** *Marriott Hotel/ Airport*
520 12	331 15
Single: $60 Double: $72	Single: $78–$ 90 Double: $88–$100
B $ 6.60 L $10.65 D $15.05	B $ 8.75 L $12.70 D $20.90
At airport	¼ mi.

St. Louis *Airport Marriott*	**San Francisco** *Airport Hilton*
602 41	540 30
Single: $69–$ 88 Double: $88–$100	Single: $80–$100 Double: $90–$110
B $ 8.00 L $11.00 D $20.00	B $ 8.75 L $14.50 D $20.50
Across the street	At airport

Tampa *Airport Marriott*	**Washington, DC** *Sheraton Crystal City*
300 14	200 11
Single: $70–$80 Double: $80–$90	Single: $88–$ 98 Double: $98–$110
B $ 7.00 L $11.00 D $17.00	B $ 7.95–$11.95 L $ 7.95–$15.95 D $15.95–$30.00
At airport	½ mi.

Source: Sales & Marketing Management survey.

Share in our profits

Profit by letting the Breckenridge Hotel & Conference Center address your company's need for productive and effective conferences.

1. Totally Self-Contained Complex

YOUR PROFIT: A well equipped private and stylized meeting environment combines an executive conference center with an elegant hotel and total fitness and recreational facility.

2. Only Conference Center of Its Kind in the Midwest

YOUR PROFIT: The stringent demands of your company's conference met with a centralized meeting environment easily accessible from anywhere in the USA.

3. Advanced Conferencing Supports

YOUR PROFIT: Attention focused on the material brought to your meeting and the technical needs of your conference handled, including worldwide videoconferencing.

4. Total Fitness and Recreational Facility

YOUR PROFIT: The buildup of daily stress eliminated through a complete range of special programs to promote total fitness.

5. Full American Plan, Plus

YOUR PROFIT: All inclusive pricing yields a high value for your meeting dollars in an age of profit-compression.

After you have considered all these profits...
What Have You Got to Lose?

Book your next important conference with us and share in our profits.

BRECKENRIDGE HOTEL & CONFERENCE CENTER

16625 Swingley Ridge Road · St. Louis, Missouri 63017
314-532-5000

Circle No. 102 on Reader Service Card

TABLE IV-8
Selected budget motel chains

(continued on next page)

Facilities & Rates	**Atlanta, GA** *Days Inns*	**Columbus, OH** *Red Roof Inns*	**Milwaukee, WI** *Budgetel*	**Norfolk, VA** *Econo-Travel Motor Hotels Econo Lodges*
Inns in use	322	105	16	230
Total rooms	45,416	11,000	1,800	18,058
Inns being built	12	20	6	18
Inns planned	12–20	12–20	30	105[1]
Rates:				
Single room	$28.88	$21.95–$28.95	$23.95	$25.95
Double room	$33.88	$26.95–$33.95	$28.95	$29.55
3–4 persons	$34.88	$30.95–$35.95	$33.95–$38.95	$32.55–$35.55
Facilities & services (available at most units)	Color TV, pool, gift shop, restaurant, gas service island, meeting rooms	Color TV, conference rooms at selected motels, free daily newspaper, free morning coffee	Meeting rooms, nonsmoking rooms, and rooms for handicapped	Color TV, full-sized carpeted rooms
Reservations	Toll-free number	Toll-free number	Toll-free number	Toll-free number

[1]Includes conversion and licensing of existing properties.

A touch of
Ireland
the best incentive
Come to Ireland, the ideal incentive destination.
Where the people welcome you with warm friendly smiles. In our cities filled with first class hotels, gourmet restaurants, fun-filled pubs and exciting theatre.
In our countryside dotted with magnificent golf courses, lakes and rivers teeming with fish.
Best of all the Irish pound costs only $1.20. 30% less than two years ago.
So get it together – your incentive travel program, sales meetings or group visit – then get in touch with your travel agent or the Irish Tourist Board.
IRISH TOURIST BOARD 590 FIFTH AVENUE NEW YORK N.Y. 10036 • 212-869-5500
Brian Stack, Group Travel Manager

Meetings...
For Any Reason, In Every Season.

Where Tough Decisions Are Made Easier.
Woodcliff Lake Hilton Inn
Suburban Superiority....Unmatched Anywhere.
Tice Blvd. & Chestnut Ridge Rd., Woodcliff Lake, N.J. 07675
(201) 391-3600

Circle No. 147 on Reader Service Card

Copyright notice and rights of reproduction

The *Survey of Selling Costs* is a copyrighted publication of *Sales & Marketing Management* magazine. Reproduction in any form of the data contained herein is strictly forbidden. Permission to reproduce all or any part of the data in this *Survey of Selling Costs* may be obtained only upon written request to *Sales & Marketing Management*, specifying the intended use.

TABLE IV-8
Selected budget motel chains
(continued)

Facilities & Rates	**San Antonio, TX** *La Quinta Motor Inns*
Inns in use	132
Total rooms	16,393
Inns being built	19
Inns planned	20–25
Rates:	
Single room	$30.00–$32.00
Double room	$35.00–$37.00
3–4 persons	$38.00–$40.00
Facilities & services (available at most units)	Color TV, cable TV, AM- FM radio, pool, laundry, restaurant, nonsmoker rooms
Reservations	Toll-free number

Facilities & Rates	**St. Cloud, MN** *Thrifty Scot*
Inns in use	31
Total rooms	2,477
Inns being built	3
Inns planned	10
Rates:	
Single room	$24.90
Double room	$30.00
3–4 persons	$35.00
Facilities & services (available at most units)	Color TV, free Continental breakfast
Reservations	Toll-free number

[2]Rates may vary by location.
Source: Sales & Marketing Management survey

Santa Barbara, CA

Motel 6

365
Over 40,000
25–30
25–30

$15.95
$19.95
$23.95

TV, pool, adjacent to family restaurants

Toll-free number

Wilton, NH
Susse Chalet
Motor Lodge and Inns

29
3,112
2
10

$23.70[2]
$27.70
$30.70–$33.70

Color TV, pool, laundry, valet, baby-sitting, auto emergency service, restaurant, secretarial service

Toll-free number

At Hotel Sofitel, we don't believe the business meeting was created to prove Murphy's Law.

When you plan a meeting at Hotel Sofitel, you can stop expecting equipment to break down, schedules to slide and facilities to fall short on promises. Why? Because we cater to business needs with an experienced and personalized staff.

Unlike many chain hotels, the person you speak to in planning your meeting at Hotel Sofitel is the person you deal with throughout your meeting. We'll work closely with you to plan gatherings as large as a party of 1000 people in our grand ballroom or as intimate as a conference of six in one of our suites.

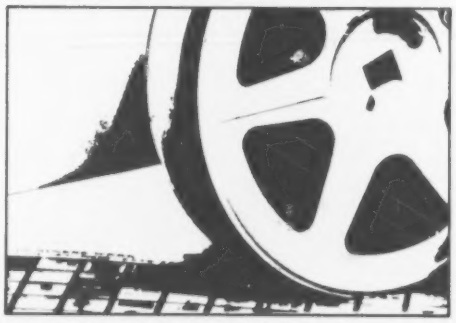
So when it comes time to plan your next meeting, call Hotel Sofitel at 800-328-6303 (in Minnesota, 612-835-1900). Because everything that can go wrong doesn't have to.

Hotel Sofitel Minneapolis

Interstate 494 and Highway 100

Circle No. 103 on Reader Service Card

This Publication is available in Microform.



University Microfilms International

300 North Zeeb Road
Dept. P.R.
Ann Arbor, Mi. 48106

Sales support and incentives

TABLE	TITLE
V-1	**Selected incentive destinations: Locations for motivation**
V-2	Expected increases in 1984 trade show exhibition costs
V-3	Audiovisual equipment purchase costs
V-4	Audiovisual equipment rental costs
V-5	Typical trade show exhibit costs
V-6	**Expected 1984 advertising costs: Up a hair**
V-7	Use of commission dollars by rep agencies
V-8	Estimated advertising percentages in selected industries

TABLE V-1

Selected incentive travel destinations: Locations for motivation

Destination	Acapulco Mexico	Amsterdam Holland	Atlantic City NJ	Banff Canada	Charleston SC	Dublin Ireland
Air fare:						
Low season	$360	$690	$268	$405	$329	$679
High season	Same	$780	Same	$539	Same	Same (Valid thru 11/84)
Lodging:						
Low season	$49–$60	DG 135*	$55	$50–$60	$44–$49	35–50*
High Season	$70–$90	DG 152.80*	$120	$99	$92	43–58*
Meals:						
Modified American Plan	$16	$30	N.A.	$27	$24.25 ($7 surcharge)	N.A.
Group activity:	$14 Mexican fiesta	DG 60* Holland night *Dutch guilders	N.A.	$10 Wine and cheese party	$24.50 Oyster roast	N.A. *Irish punts

Destination	Hong Kong Island Hong Kong	Honolulu HI	Las Vegas NV	London England	Miami/Fort Lauderdale FL
Air fare:					
Low season	$1,177	$549–$629	$389	$699	$271
High season	Same (Valid thru 6/1/84)	Same	Same	$799	Same
Lodging:					
Low season	HK $575–$775*	$75–$120	$40–$44	76*	$85–$95
High season	HK $775–$975*	$80–$125	Same	88*	Same
Meals:					
Modified American Plan	$125	$26	$11	$8	$30
Group activity:	HK $315* Dinner/nightclub package *Hong Kong dollars	$30–$40 Luau	$29 Dinner show	15* Dinner party *British pounds	$20 Theme party

Lean, Mean Slide Machine

The most portable, easy-to-use, professional sound/slide system

A LEAN DESIGN

Carry the PRO-120 like a briefcase . . . Its slender profile makes it the only front/rear sound slide machine to fit under an airline seat.

The PRO-120 is sleek. With an 80 slide tray nestled inside, you can preload your presentation, and be ready to show in a moment.

A MEAN PERFORMER

Consider the convenience and economy of one system for individual and group presentations. And, you'll like how quietly the PRO-120 operates. It virtually eliminates those annoying slide change sounds.

PRO-120

For information send your business card or call 1-312-584-2300.

DUKANE

Dukane Corporation/Audio Visual Division/2900 Dukane Dr./St. Charles, IL 60174

TABLE V-1

Selected incentive travel destinations: Locations for motivation

Destination	Montreal Canada	San Antonio TX	San Diego CA	San Francisco CA	Tampa/St. Petersburg/ Clearwater FL	Tokyo Japan
Air fare:						
Low season	$246	$399	$463	$469	$313	$1,130 (Valid thru 5/31/84)
High season	Same	Same	Same	Same	Same	$1,206 (Valid 6/1/84 thru 10/31/84)
Lodging:						
Low season	$80–$95	$75	$155	$115	$88	26,500 yen
High season	$84–$109	$95	$95	$175	$118 (suite rental)	31,500 yen
Meals:						
Modified American Plan	$35	$24	Full American Plan	$46.50	$23	10,300 yen
Group activity:	$30 Theme party	$28 Western barbecue	$7 surcharge to FAP Barbecue	$34 Theme party	$15 Theme party	N.A.

Destination	Vail CO	Williamsburg VA
Air fare:		
Low season	$403	$298
High season	Same	Same
Lodging:		
Low season	$36–$46	$40–$43
High season	$110–$125	Same
Meals:		
Modified American Plan	$26	$16
Group activity	$10 Wine and cheese party	$20 Dinner party

All rates shown are approximate **per person** prices based on a group package tour of 40 people for a minimum stay of four nights and five days. **Air fares** are from Chicago and are discounted APEX excursion fares commonly obtainable when departing on Thursday and returning no earlier than Sunday. Note that air fares to the Orient, South America, and Europe generally call for a minimum stay of seven days. **Lodging** rates are typical per person rates based on double occupancy. Hotel rates may vary considerably depending on accommodations. **Meals** are based on the typical add-on for Modified American Plan (breakfast and dinner). At those hotels not offering MAP, prices are based on approximate group meal rates for breakfast and dinner. **Group activity** rates are approximate and will vary depending on type of function. Generally, a theme activity includes a meal and drink indigenous to the particular region or function being held.

Unless otherwise noted, taxes and gratuities are in addition to rates shown and will generally range from 20% to 25% for most meal programs. Lodging tax is extra also. Additional domestic locations for incentive travel are listed in Section IV, Tables IV-5 and IV-6.

"I know you're all anxious to wrap this up."

A perfect location on the Intracoastal Waterway, across from Hollywood Beach, between Miami and Fort Lauderdale. Great dining and entertainment. Huge, luxurious remodelled rooms and suites. A tropical lagoon pool, private boat dock, health club, tennis and much, much more. Plus 11 distinctive meeting and conference rooms and 18 suites for meetings from 10 to 350.

All in all, this new Hilton is what Florida meetings are all about.

HOLLYWOOD BEACH HILTON

The place to meet between Miami and Fort Lauderdale.

For details, call the Director of Sales (305) 458-1900.
4000 South Ocean Drive, Hollywood, Florida 33019

Circle No. 101 on Reader Service Card

TABLE V-2

Expected increases in 1984 trade show exhibition costs

Component	*Projected Increase In Costs*
Space rental rates	**18.7%**
Personnel:	
Projectionist	8.6
Janitor	9.0
Plumber	8.9
Electrician	7.1
Carpenter	7.7
Equipment:	
Audiovisual	10.0
Furniture	9.9
Services:	
Photographer	10.6
Florist	5.6
Other:	
Design & detailing	8.0
Shop construction materials	9.2
Shop construction labor	8.2
Freight	10.1
Drayage	9.9

Source: International Exhibitors Assn

TABLE V-3
Audiovisual equipment purchase costs

Equipment	Purchase Price 1983	Purchase Price 1982	% Change 1982–83
Projectors			
Super 8mm sound movie	$499–$599	$489–$589	+ 1.9%
16mm sound movie	1,234–1,328	1,234–1,328	N.C.
35mm slide with synchronized tape deck	595–899	595–899	N.C.
Rear-screen 35mm filmstrip with self-contained synchronized tape deck	270–395	380–600	−32.1
Opaque	690	690	N.C.
Overhead transparency	257–650	257–383	+41.7
Remote-control silent filmstrip	215	215	N.C.
Tape recorders			
Cassette	290	60–394	+27.8
Reel-to-reel	400–1,000	690	+ 1.4
Video equipment			
Recorders and players			
½" color cassette	850–1,995	995–1,995	− 4.8
¾" color cassette	2,150–4,500	2,150–4,500	N.C.
Cameras—color	800–5,000	800–5,000	N.C.
Receivers and monitors—color	450–1,560	450–1,560	N.C.

N.C.—No Change.
Note: These are factory-suggested retail prices for typical audiovisual equipment, without optional extras, which can be purchased at corporate as well as at branch sales offices. Significant changes in the price ranges reflect manufacturer changes in product line.
Source: Sales & Marketing Management survey.

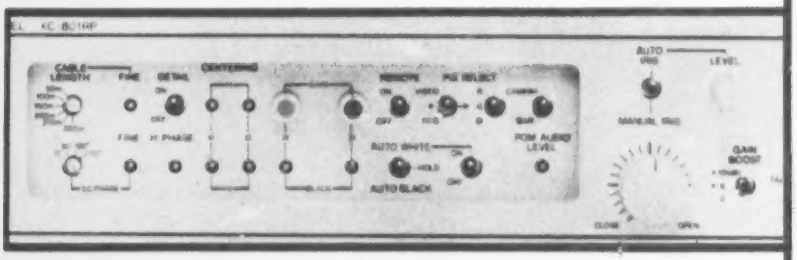


TABLE V-4
Audiovisual equipment rental costs

Equipment	Average Rental Rates Daily 1983	Daily 1982	Weekly 1983	Weekly 1982
Projectors				
Super 8mm sound movie	$ 25	$ 25	$ 83	$ 83
16mm sound movie	28	27	91	88
35mm slide	23	21	68	70
35mm slide with synchronized tape deck	33	33	98	107
Rear-screen 35mm filmstrip with self-contained synchronized tape	28	31	83	103
Opaque	30	28	98	93
Overhead transparency	22	21	73	71
Remote-control silent filmstrip	18	22	53	75
Tape recorders				
Cassette Stereo	30	32	90	106
Reel-to-reel Stereo	32	30	107	108
Video equipment				
Color recorders and players				
½" cassette	63	58	188	192
¾" cassette	95	80	285	265
Color player—¾" cassette	70	65	210	215
Large-screen receiver	325	308	975	1,008

Source: Sales & Marketing Management survey

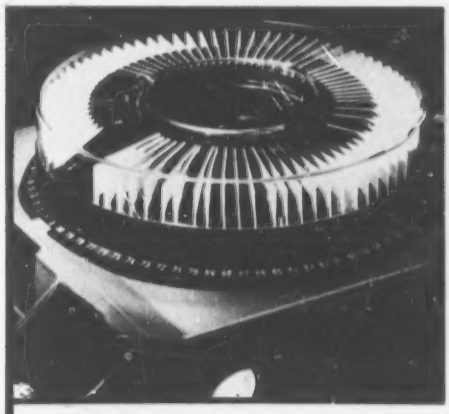


TABLE V-5
Typical trade show exhibit costs

Component	1983 Average Costs
Space rental rates/sq. ft.	$ 8.30[1]
Exhibit construction*	
Backwall/lineal ft.	675.00[2]
Island/sq. ft.	24.00[2]
Frieght/cwt.	18.00
Drayage/hr.	29.85
Personnel:	
Projectionist/hr.	21.10
Janitor/sq. ft.	0.10
Plumber/hr.	34.70
Electrician/hr.	35.65
Carpenter/hr.	31.25
Furniture rental:	
Upholstered lounge chair	24.86
Fiberglass side chair	14.49
Draped display table, 2 × 6	37.86
Desk	53.07
Carpeting/sq. yd.	8.96

[1]Figure reflects 1982.
[2]Three-year average, 1979–81.
*Design and detailing, materials, labor, etc., for a new custom-built exhibit.
Sources: Trade Show Bureau; Exhibit Surveys, Inc., *Tradeshow Week's 150 Directory*; Kitzing, Inc.

TABLE V-6

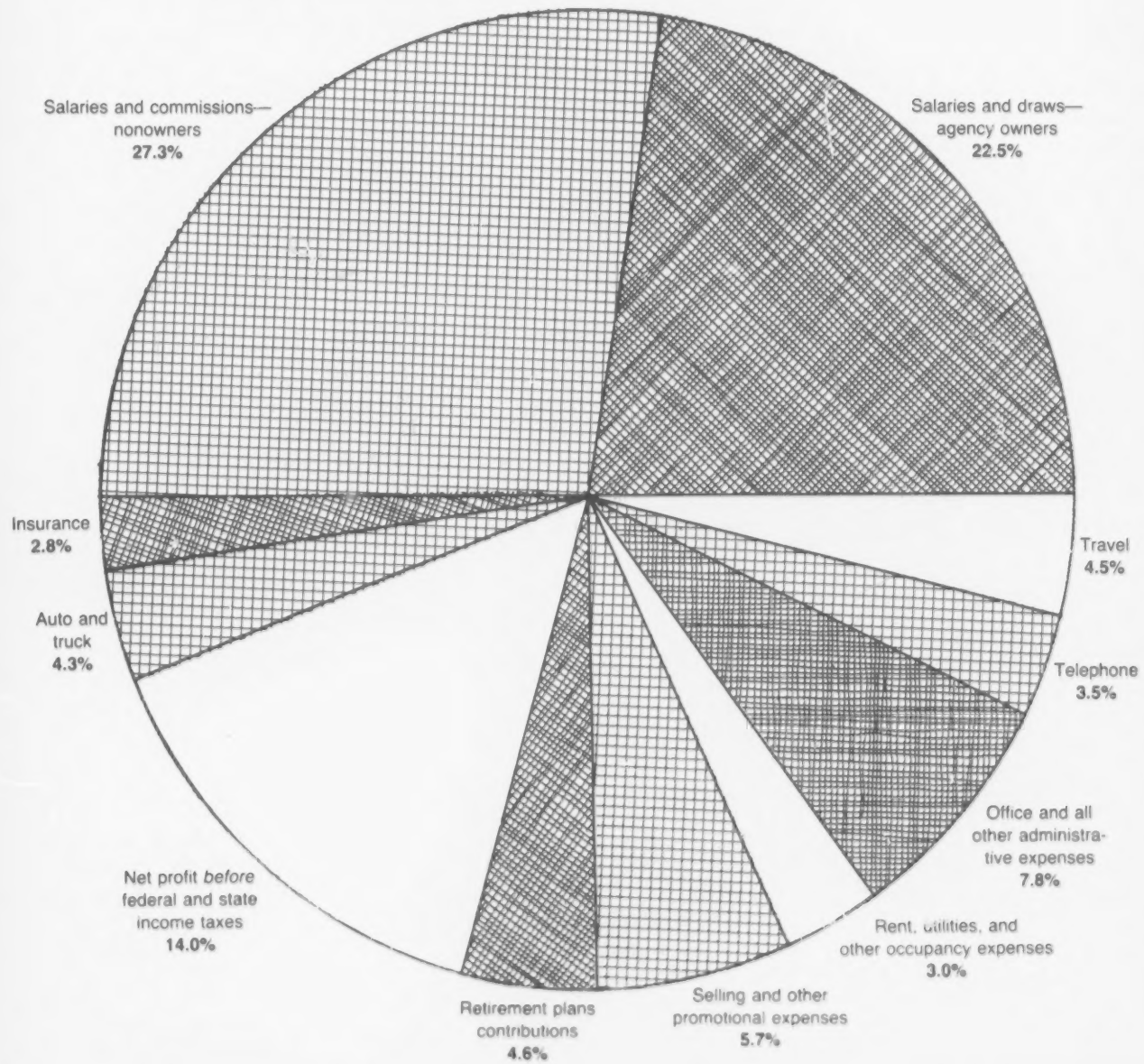
Expected 1984 advertising costs: Up a hair

		Index Of Unit Costs					% Rise In Unit Costs	
Media	*1972 Base*	*1980*	*1981*	*1982*	*1983*	*1984*	*1982–83*	*1983–84*
Network TV	100	242	263	292	315	347	8%	10%
Spot TV	100	218	244	271	292	322	8	10
Magazines	100	166	183	199	215	230	8	7
Newspapers	100	202	227	250	273	295	9	8
Radio	100	176	197	213	228	246	7	9
Composite	**100**	**207**	**228**	**252**	**272**	**297**	**8%**	**9%**

Source: Robert J. Coen, senior vice president, McCann-Erickson, Inc.

TABLE V-7

Use of commission dollars by rep agencies


Salaries and commissions—nonowners 27.3%
Salaries and draws—agency owners 22.5%
Travel 4.5%
Telephone 3.5%
Office and all other administrative expenses 7.8%
Rent, utilities, and other occupancy expenses 3.0%
Selling and other promotional expenses 5.7%
Retirement plans contributions 4.6%
Net profit *before* federal and state income taxes 14.0%
Auto and truck 4.3%
Insurance 2.8%

Source: Manufacturers Agents National Assn., *Agency Sales* magazine, 1983 Survey of Sales Agency Annual Expenses

Many Happy Returns.

There are but a few things left in life that can guarantee as many happy returns as consistently as the ones you'll get with U.S. Savings Bonds.

When you buy Bonds through the Payroll Savings Plan, you'll get a lot more from them than you'll ever put towards them. That's because a little is taken out of each paycheck automatically and put towards some terrific guarantees. Like guaranteed interest return. Guaranteed tax benefits. And all backed by the most solid guarantee of all. America.

So, when you're looking to get out more than you put in, take a long look at U.S. Savings Bonds. You'll be happier with the returns. Many times over.

Take stock in America.

UNITED STATES SAVINGS BONDS

When you put part of your savings into U.S. Savings Bonds you're helping to build a brighter future for your country and for yourself.

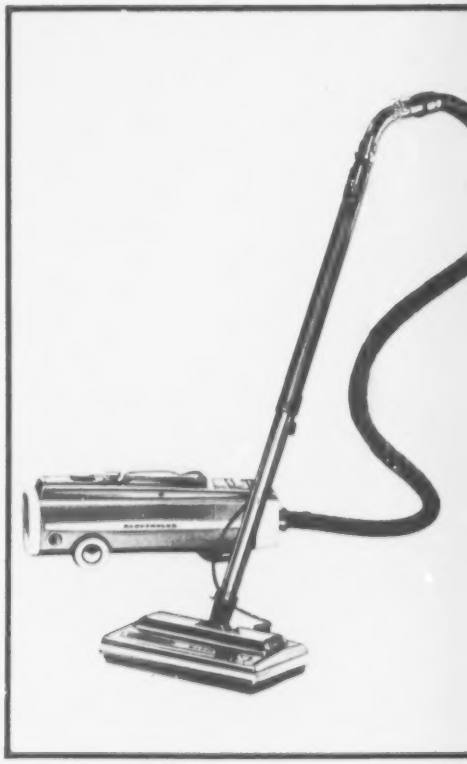
A public service of this publication and The Advertising Council.

TABLE V-8

Estimated advertising percentages in selected industries

Industry Sector	*Advertising & Promotion Budget As % Of Net Sales 1982*	*Change In Pct. Points Of Advertising & Promotion 1981–82*	*Estimated Advertising & Promotion Budget As % Of Net Sales 1983*	*1984*
FOOD PRODUCTS				
Food & kindred products	4.2%	+ 0.7%	4.3%	4.4%
Meat products	2.8	+ 0.7	2.8	2.9
Dairy products	3.8	+ 0.8	4.1	4.5
Canned foods	4.8	+ 0.6	5.0	5.1
Flour & other grain mill products	2.1	+ 0.7	2.3	2.4
Bakery products	1.7	+ 0.1	1.7	1.7
Malt beverages	7.0	+ 0.1	7.3	7.4
TOBACCO PRODUCTS				
Cigarettes	3.7	– 2.7	3.8	3.8
Cigars	2.8	+ 0.7	2.8	2.8
TEXTILE MILL PRODUCTS				
Textile products	1.0	– 0.2	1.0	1.0
Floor-covering mills	1.2	+ 0.6	1.4	1.5
APPAREL PRODUCTS				
Apparel & finished products	2.5	– 0.2	2.7	2.8
FURNITURE & FIXTURES				
Household furniture	2.0	+ 0.1	1.9	2.0
Office furniture	1.6	+ 0.7	1.6	1.6
PAPER				
Paper products	0.7	– 0.7	0.7	0.6
PRINTING & PUBLISHING				
Publishing	2.4	+ 1.8	2.4	2.5
Newspapers	2.3	+ 0.7	2.3	2.3
Periodicals	3.5	– 0.1	3.3	3.1
Books	4.4	– 0.3	4.6	4.8
CHEMICALS & ALLIED PRODUCTS				
Chemicals	1.2	– 0.1	1.2	1.2
Industrial inorganic chemicals	6.1	+ 1.7	4.6	3.5
Plastics materials & synthetic resins	0.7	– 0.2	0.7	0.7
Ethical drugs	7.9	– 0.3	8.2	8.3
Soap & other detergents	6.7	– 0.4	6.9	7.2
Paints, varnishes, & lacquers	2.6	– 0.4	2.7	2.8
PETROLEUM & COAL PRODUCTS				
Petroleum refining	0.2	N.C.	0.1	0.1
Paving & roofing materials	1.6	+ 0.2	1.6	1.6
RUBBER & MISC. PLASTICS PRODUCTS				
Rubber products	1.5	– 0.7	1.5	1.6
Misc. plastic products	1.3	– 1.9	1.3	1.3
Footwear, except rubber	2.8	– 0.2	2.9	2.9
STONE, CLAY, & GLASS PRODUCTS				
Glass containers	1.9	– 0.2	2.0	2.1
Potttery & china	0.4	– 0.3	0.4	0.4
FOUNDRIES				
Blast furnaces	1.3	N.C.	1.4	1.5
FABRICATED METALS				
Heating equipment & plumbing fixtures	2.3	+ 0.3	2.3	2.3
MACHINERY & EQUIPMENT				
Farm & garden machinery & equipment	1.0	– 0.2	1.0	1.0
Metalworking equipment	2.6	– 1.4	2.6	2.8
Office computing & accounting machines	1.7	+ 1.3	1.8	1.9
Refrigeration & service industry equipment	1.3	+ 0.1	1.2	1.2

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1982	Change In Pct. Points Of Advertising & Promotion 1981–82	Estimated Advertising & Promotion Budget As % Of Net Sales 1983	1984
ELECTRIC & ELECTRONIC EQUIPMENT				
Household appliances	2.5%	+ 0.2%	2.5%	2.5%
Radio, TV sets	3.7	+ 1.0	4.0	4.3
TRANSPORTATION EQUIPMENT				
Motor vehicles & car bodies	1.7	+ 0.2	1.7	1.8
Travel trailers & campers	0.7	+ 0.3	0.5	0.4
INSTRUMENTS & RELATED PRODUCTS				
Optical instruments & lenses	3.6	+ 1.0	3.9	4.2
Medical instruments & appliances	1.0	– 2.6	1.0	1.0
Photographic	3.7	+ 1.0	4.0	4.2
Watches & clocks	2.1	– 0.4	1.9	1.6
MISC. MANUFACTURING INDUSTRIES				
Jewelry & precious metals	3.8	– 1.3	4.0	4.3
Musical instruments	2.7	+ 0.7	2.9	3.4
Toys, games, & sporting goods	10.5	+ 3.6	11.7	12.9
Pens & other writing instruments	4.9	+ 0.7	5.2	5.4
COMMUNICATIONS				
Radio-TV broadcasters	3.5	N.C.	3.6	3.6
WHOLESALING				
Autos & parts	3.7	+ 2.0	3.7	3.8
Sporting & recreational goods	1.5	N.C.	1.5	1.5
Drugs	0.5	+ 0.4	0.6	0.7
Food	0.2	– 1.1	0.2	0.2
RETAILING				
Lumber	2.7	+ 0.1	2.8	2.9
Department stores	3.0	N.C.	3.1	3.1
Variety stores	2.2	N.C.	2.2	2.2
Grocery store chains	1.3	+ 0.2	1.3	1.4
Automotive dealers & gas suppliers	1.3	+ 0.8	1.3	1.3
Apparel	2.8	– 0.5	2.7	2.7
Women's ready-to-wear	1.8	– 0.9	1.8	1.8
Shoes	1.6	+ 0.1	1.6	1.6
Furniture	7.2	+ 0.6	7.2	7.1
Household appliances	5.7	+ 0.7	5.7	5.7
Restaurants & fast-food chains	3.0	– 0.1	3.0	3.0
Mail-order houses	19.6	+13.5	19.4	19.3
MISC. SERVICE INDUSTRIES				
Hotels & motels	2.5	– 0.1	2.5	2.7
Personal services	6.2	– 0.1	6.3	6.4
Motion pictures production	6.4	N.C.	6.6	6.8
Educational services	4.6	– 0.2	4.8	5.0



N.C.—No Change.
Source: Schonfeld & Associates, Inc.
Note: The accompanying table is based on the seventh annual study of advertising and promotion expenditures of major U.S. corporations, *Ad$ Forecasts*, by Schonfeld & Associates, an Evanston, IL, consulting company. The study contains 1982 historical figures, current-year forecasts of advertising budgets for more than 4,400 publicly owned companies in 210 industries. The data are complied from 10-K reports filed with the Securities and Exchange Commission. Cautious interpretation is advised, since (1) companies may vary on their interpretations of what constitutes advertising and promotion expenditures; (2) large companies operating in several fields may be listed only in their primary industry sector; (3) figures are not reported for privately owned companies. Copies of the *Ad$ Forecasts* are available for $275 from Schonfeld & Associates, 2550 Crawford Ave., Evanston, IL 60201.

Blazers
Chaps by Ralph Lauren, Stanley Blacker, Lanvin, Oleg Cassini, Donald Brooks, Valentino. And more.
Available exclusively through Branded Apparel for incentives, recognition awards, trade shows, etc. Wide selection of colors and fabrics in stock.
Call toll-free:
1-800-323-5775
Branded Apparel
666 Dundee Rd., Northbrook, IL 60062

Circle No. 108 on Reader Service Card

Transportation

TABLE	TITLE
VI-1	**Fleet car operating costs by region**
VI-2	Five-year forecast of fleet car operating costs
VI-3	Automobile fleet purchase costs
VI-4	Auto mileage reimbursement plans
VI-5	Breakdown of fleet car operating costs
VI-6	Average annual travel expenses by rep agencies
VI-7	Annual operating costs for selected 1984 model cars
VI-8	**Auto-rental companies used by manufacturers' reps**
VI-9	Sources of autos used by salespeople
VI-10	**Fuel cost and consumption by car size**
VI-11	Average cost of 15 frequently made moves
VI-12	Air fares for the 25 most travelled routes
VI-13	Average cost of moving between selected cities
VI-14	Standard and economy car-rental rates

TABLE VI-1

Fleet car operating costs by region

Regional Code	Running Expenses ¢/Mile	Standing Expenses $/Month
1	7.67¢	$282.41
2	8.83	268.65
3	7.91	272.93
4	8.24	266.66
5	7.95	246.72
6	8.06	254.84
7	8.70	258.49
8	8.68	273.45
U.S	**8.32¢**	**$270.92**

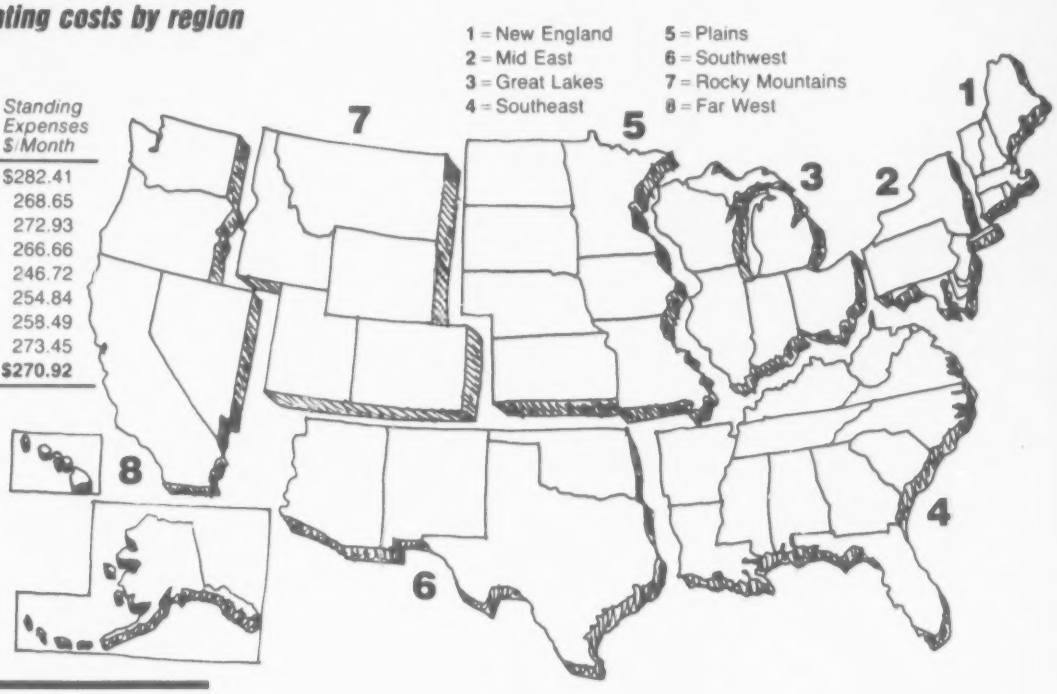


TABLE VI-2

Five-year forecast of fleet car costs

Running Expenses	¢/Mile 1984 Model Year	1989 Model Year	% Increase 1984–89
Gasoline	5.64¢	5.80¢	2.8%
Oil	0.12	0.18	50.0
Maintenance	1.57	2.24	42.7
Tires	0.61	0.90	47.5
Total	**7.94¢**	**9.12¢**	**14.9%**

Standing Expenses	$/Month 1984 Model Year	1989 Model Year	% Increase 1984–89
Interest	$ 64.17	$ 80.56	25.54%
Depreciation	170.18	215.45	26.60
Insurance license fees, etc.	73.45	98.28	33.18
Tolls & accidents	22.41	34.75	55.07
Total	**$330.21**	**$429.04**	**29.93%**

Notes: This table was constructed using information from PHH's Fleet Cost Analyzer Model. The model uses information synthesized from vehicles under PHH's Expense Control Program. The sample consists mainly of X and K body vehicles driving 2,200 miles/month with a replacement policy of 27 months in service. The Center for Analysis and Research also made assumptions on interest rates, inflation, gasoline prices, MPG, and other factors. This table represents fleet costs and not costs for an individual nameplate such as the Malibu, which will not be produced in 1989. Forecast is in constant dollars.

Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research.

Notes: **Running expenses** are incurred when a car is being driven, and include gasoline, oil, tires, and maintenance. **Standing expenses** are incurred whether or not the car is used, and include such fixed costs as insurance and license fees. Data cover leased and company-owned cars.

Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research, which maintains a computerized data base on fleet car costs for its clients.

TABLE VI-3

Automobile fleet purchase costs

Model	Fleet Purchase Price Eight-Cylinder 1984	1983	% Increase 1983–84	Six-Cylinder 1984	1983	% Increase 1983–84
Chevrolet Caprice Classic, two-door sedan	$8,295	$7,778	6.6%	$7,976	$7,587	5.1%
Chevrolet Celebrity,[1] four-door sedan	–	7,778	–	7,014	6,052	15.9
Chevrolet Impala, four-door sedan	7,986	7,371	8.3	7,667	7,180	6.8
Dodge Diplomat Salon,[2] four-door	8,157	7,711	5.8	–	–	–
Ford Crown Victoria–S,[2] four-door pillared	8,408	7,825	7.5	–	–	–
Oldsmobile Cutlass Supreme, four-door sedan	8,533	8,038	6.2	8,214	7,847	4.7

[1]Not available in eight-cylinder model.
[2]Not available in six-cylinder model.

Note: All prices include only the equipment that the manufacturer considers standard. Freight charges are not included. Fleet purchase prices will vary according to deals worked out by individual buyers and sellers.

Source: Automobile Invoice Service, *New Car Cost Guide*.

TABLE VI-4

Auto mileage reimbursement plans

Allowance Plan	% Of Companies Consumer Products 1983	Consumer Products 1982	Industrial Products 1983	Industrial Products 1982	Other* 1983	Other* 1982
Single rate mileage allowance						
Under 15¢ per mile	**3.8%**	2.7%	**1.9%**	0.6%	**1.7%**	1.4%
15¢ per mile	**1.3**	5.4	**0.7**	0.9	**1.1**	–
16¢ per mile	**1.3**	–	**0.7**	0.3	**0.6**	–
17¢ per mile	**2.5**	–	**0.7**	0.9	**0.8**	–
18¢ per mile	**3.8**	6.8	**4.9**	6.2	**5.3**	11.1
19¢ per mile	**3.8**	–	**2.5**	1.4	**2.7**	2.8
20¢ per mile	**55.6**	51.4	**61.0**	65.9	**60.0**	66.7
21¢ per mile	–	1.3	**4.9**	1.2	**2.1**	2.8
Over 21¢ per mile	**7.6**	6.8	**5.5**	5.9	**5.0**	2.8
Fixed periodic allowance	**3.8**	2.7	**4.6**	3.2	**4.2**	6.9
Graduated mileage allowance	**3.8**	1.3	**5.2**	5.0	**5.5**	4.1
Combination allowances**	**5.1**	8.1	**1.9**	2.6	**3.8**	–
Other	**7.6**	13.5	**5.5**	5.9	**7.2**	1.4
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

*Includes services, financial institutions, transportation, utilities, etc.
**Typically include allowances per mile plus allowances per week or month
Note: Some yearly differences reflect changes in companies reporting data.
Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

TABLE VI-5

Breakdown of fleet car operating costs

Running Expenses	1983 ¢/Mile	% Change 1982–83
Gasoline	6.24¢	– 9.8%
Oil	0.11	N.C.
Maintenance & repairs	1.45	+ 1.4
Tires & tire repairs	0.52	– 14.8
Total	**8.32¢**	**– 7.8%**

Standing Expenses	1983 $/Month	% Change 1982–83
Interest	$67.31	– 5.5%
Provision for depreciation	172.40	+ 5.6
Depreciation adjustment	(18.02)	N.C.
Accident & theft loss	13.14	+ 12.7
License & taxes	13.05	+ 3.4
Insurance	25.19	+ 15.7
Other	(2.15)	(+ 56.9)
Total	**$270.92**	**+ 4.0%**

N.C.—No change.
Notes: "Other" includes warranty recovery, accident, and theft expense recovery. Data cover both leased and company-owned cars of all sizes.
Source: Peterson, Howell & Heather, Inc., Center for Analysis and Research.

TABLE VI-6

Average annual travel expenses by rep agencies

Agency Type	1983	1982	% Of Change
Sole proprietorship	**$13,000**	$10,900	+ 9%
Partnership	**20,500**	21,000	– 1%
Corporation	**31,200**	27,100	+ 7%
Subchapter S corporation	**19,300**	22,900	– 8%
Composite (average of all respondents)	**22,900**	21,900	+ 2%

Source: Manufacturers' Agents National Assn., *Agency Sales* magazine, 1983 "Travel Survey".

TABLE VI-7

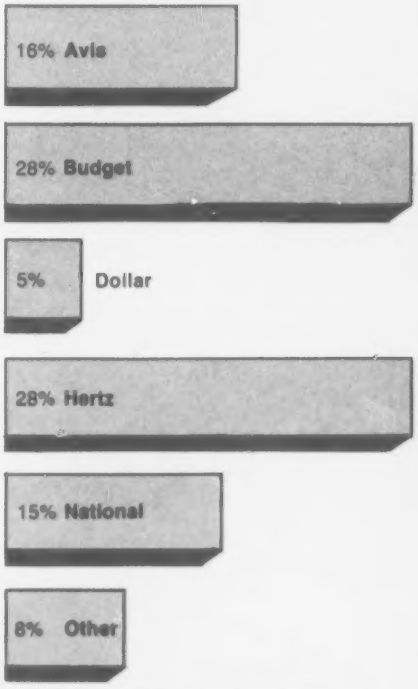
Annual operating costs for selected 1984 model cars

Make	Model	Annual Cost For 20,000 Miles Variable	Fixed	Total
Subcompact				
Chevrolet	Chevette	$1,430	$2,428	**$3,858**
Ford	Escort L	1,430	2,549	**3,979**
Compact				
Ford	Mustang L	1,610	2,875	**4,485**
Plymouth	Reliant	1,530	2,725	**4,255**
Intermediate				
Ford	LTD	1,650	2,929	**4,579**
Oldsmobile	Ciera LS	1,600	2,924	**4,524**
Mercury	Marquis	1,650	3,014	**4,664**
Dodge	600	1,610	2,973	**4,583**
Sports/specialty cars				
Chevrolet	Camaro	1,730	3,208	**4,938**
Chrysler	Laser	1,490	3,215	**4,705**
Luxury				
Lincoln	Continental	2,230	5,726	**7,956**
Cadillac	Eldorado	2,130	5,704	**7,834**

Notes: All cars similarly equipped, including AT, PS, PB, AC, tinted glass, AM radio, wheel covers, body side moldings, and remote left mirror. Operating costs include **variable expenses** (gas, oil, maintenance, and tires), and **fixed expenses** (licensing, depreciation, financing, taxes, and insurance), and are based on 3 years 60,000 miles of ownership.
Source: Runzheimer and Co., Inc.

TABLE VI-8

Auto-rental companies used by manufacturers' reps



Source: Manufacturers Agents National Assn., *Agency Sales* magazine, 1983 "Travel Survey"

Up to your eyeballs in car fleet paperwork?

Lease your cars from Fleet Leasing of America. Customers tell us that they increase their productivity when we assume their fleet responsibilities... carefully following through on leasing complexities such as finance, insurance, maintenance, delivery, license and titles, recordkeeping, and used car disposal.

Fleet Leasing is a medium sized, 35 year old, independently owned company specializing in providing cars to firms with fleets of 10 to 350 units... and highly personalized service that's unable to be matched by our larger, conglomerate-owned competitors.

There are about a dozen significant benefits in dealing with us. One is that charge backs are limited to actual physical damage. For the others, phone us today. Or, check one or more of the boxes below, tear out this ad and mail to us with your letterhead and name.

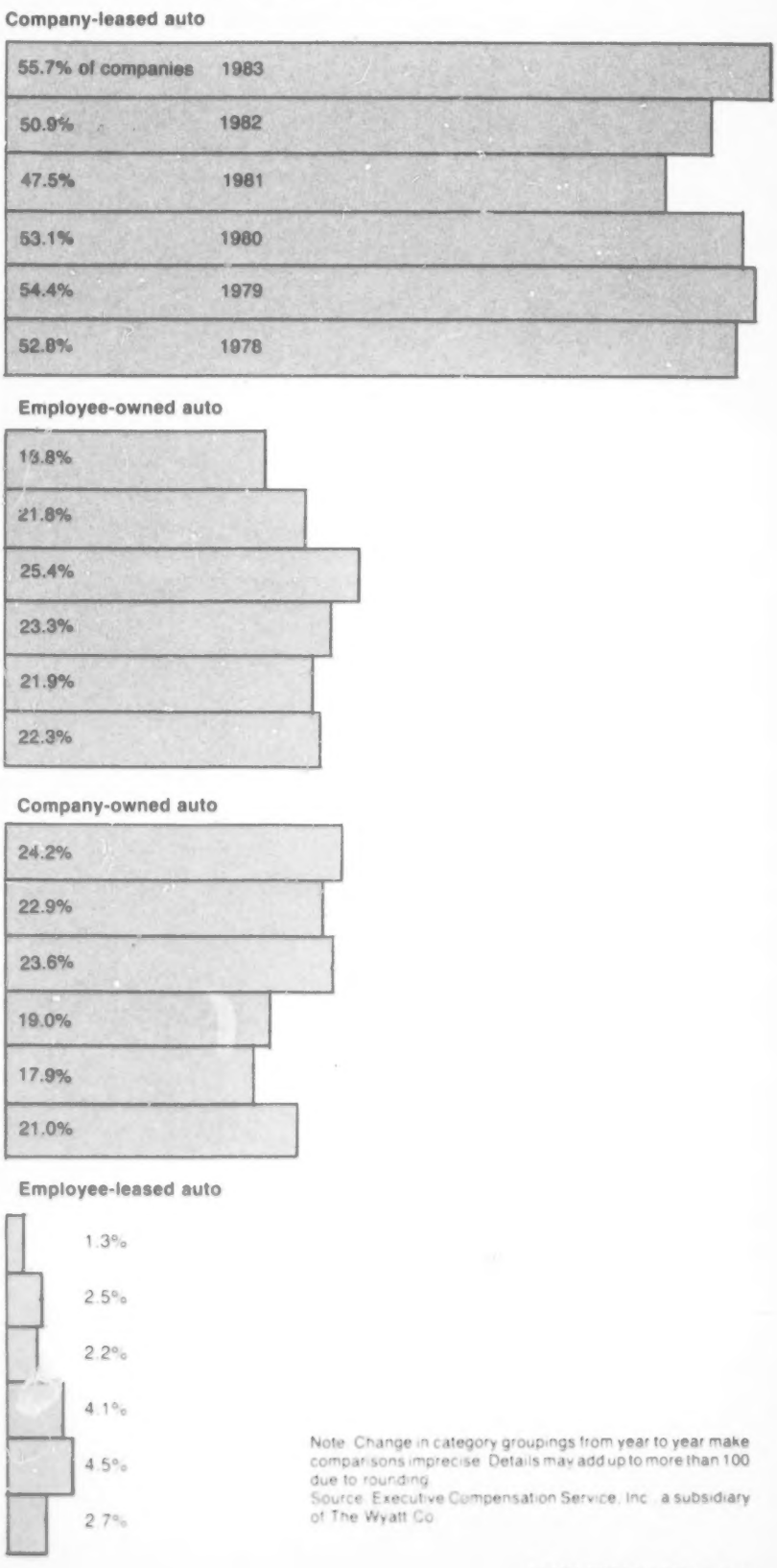
- ☐ *1984 Fleet Cars – Selection Chart*
- ☐ *The Lease Piece – Newsletter*
- ☐ *Driver Improvement – Chart*
- ☐ *Leasing Lexicon – Terminology Folder*

Fleet Leasing of America, Inc.
24600 Plymouth Road
Detroit, MI 48239
Phone (313) 537-8750

FA

TABLE VI-9

Sources of autos used by salespeople



Note: Change in category groupings from year to year make comparisons imprecise. Details may add up to more than 100 due to rounding.
Source: Executive Compensation Service, Inc., a subsidiary of The Wyatt Co.

128 Circle No. 187 on Reader Service Card

TABLE VI-10

Fuel cost and consumption by car size

Fuel Cost and Consumption	1984 Full-Size 8-Cyl. (5.0 Liter) Engine	1984 Intermediate 6-Cyl. (3.0 Liter) Engine	1984 Compact 4-Cyl. (2.2 Liter) Engine
Expected miles per gal.[1]	16.0	21.0	23.5
Prevailing gasoline price[2]	138.7¢	138.7¢	138.7¢
Fuel consumption (gal.) @ 20,000 annual business miles	1,250 gal.	953 gal.	851 gal.
Annual fuel cost @ 20,000 annual business miles	$1,734	$1,322	$1,180

[1]Based on an even mix of city and highway driving
[2]U.S. national average price for full-serve, no-lead gasoline as of November 1983.
Source: Runzheimer and Co., Inc.

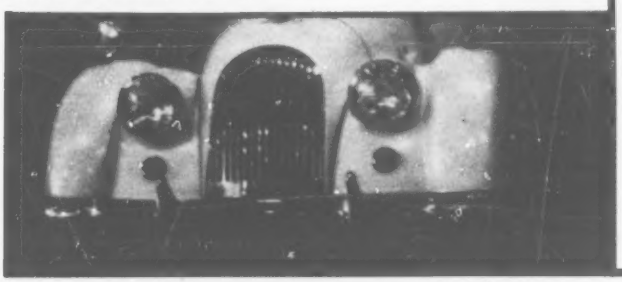


TABLE VI-11

Average cost of 15 frequently made moves

Rank	From	To	1983 Cost	% Increase 1982–83
1.	New York	Miami	$3,060	15.9%
2.	New York	Los Angeles	5,072	16.3
3.	Chicago	Los Angeles	4,312	16.8
4.	New York	Chicago	2,496	17.3
5.	Chicago	New York	2,496	17.3
6.	New York	San Francisco	5,204	16.4
7.	Los Angeles	New York	5,072	16.3
8.	New York	Washington, DC	1,824	15.2
9.	Chicago	San Francisco	4,456	16.8
10.	New York	Houston	3,472	13.5
11.	Los Angeles	Chicago	4,312	16.8
12.	Los Angeles	Seattle	2,724	16.4
13.	Los Angeles	Houston	3,300	16.9
14.	San Francisco	New York	5,204	16.4
15.	Washington, DC	New York	1,688	15.0
	Average of 15 moves		**$3,646**	**16.2%**

Note: Based on average move of 8,000 lb. Excludes packing charges, which may vary within the areas indicated, depending upon origin of move. Moves between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges from the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices have been reported.
Source: Sales and Marketing Management survey.

TABLE VI-12

Air fares for the 25 most travelled routes

Rank	From	To	Range Of One-Way Coach Fares 1983	Range Of One-Way Coach Fares 1982	% Change Coach Fare[1] 1982–83
1.	Boston	New York	$ 57–$129	$ 46–$ 95	+31.9%
2.	Los Angeles	New York	195–433	204–502	−11.0
3.	New York	Washington, DC	29–144	59–109	+ 3.0
4.	Dallas	Houston	40–116	87–103	−17.9
5.	Chicago	New York	119–248	119–227	+ 6.1
6.	Los Angeles	San Francisco	35–153	41–134	+ 7.4
7.	New York	San Francisco	275–442	204–525	− 1.6
8.	New York	Pittsburgh	59–142	127–139	−24.4
9.	Buffalo	New York	59–117	117	−24.8
10.	Detroit	New York	139–221	115–196	+15.8
11.	Chicago	Los Angeles	179–383	144–362	+11.1
12.	Atlanta	New York	204–255	196–212	+12.5
13.	Houston	New York	264–330	221–303	+13.5
14.	Boston	Washington, DC	99–170	79–145	+20.1
15.	Chicago	Minneapolis	119–163	119–139	+ 9.3
16.	Houston	New Orleans	35–163	104–114	− 9.2
17.	Dallas	New York	235–324	254–296	+ 1.6
18.	Los Angeles	Seattle	89–254	143–249	−12.5
19.	Dallas	San Antonio	40–120	98	−18.4
20.	Los Angeles	Oakland	35–153	41–134	+ 7.4
21.	Los Angeles	Washington, DC	275–423	329–480	−13.7
22.	Chicago	San Francisco	355–388	185–394	+28.3
23.	Chicago	Washington, DC	155–228	194	− 1.3
24.	New York	Norfolk	94–163	94–103	+30.5
25.	Chicago	Detroit	100–153	98–117	+17.7
	25-trip average		**$131–$233**	**$137–$219**	+ 3.3%

[1]The percent change in coach fares is based on the midpoint of the range for each year.

Note: Round-trip fare is double the one-way fare. Fares are for typical daytime business travel and do not reflect night or other special rates. Fare shown represents the range of one-way fares by all the airlines flying direct between the cities mentioned. All fares are rounded to the nearest dollar.

Sources: Civil Aeronautics Board, *Passenger Origin and Destination Survey*, *Official Airline Guide*, November 1983.

TABLE VI-13 ***Average cost of moving between selected cities***

FROM / TO	ATLANTA	BOSTON	CHICAGO	COLUMBUS, OH	DENVER	DETROIT	HOUSTON	LOS ANGELES	MEMPHIS	MIAMI	NEW YORK	PHILADELPHIA	PHOENIX	ST. LOUIS	SAN FRANCISCO	SEATTLE	WASHINGTON, DC
ATLANTA		2,584	2,144	1,780	3,052	2,076	2,188	4,320	1,528	1,976	2,396	2,188	3,672	1,820	4,704	4,788	1,976
BOSTON	2,584		2,600	2,136	3,976	2,256	3,700	5,140	2,972	3,260	1,696	1,664	4,776	2,736	5,232	5,140	1,720
CHICAGO	2,212	2,600		1,844	2,572	1,868	2,740	4,312	2,112	3,148	2,496	2,352	3,732	1,872	4,456	4,312	2,236
COLUMBUS, OH	1,780	2,136	1,704		2,800	1,512	2,644	4,408	1,848	2,684	1,920	1,772	3,828	1,660	4,620	4,520	1,640
DENVER	3,052	3,976	2,572	2,800		2,840	2,508	2,548	2,548	4,112	3,788	3,552	2,164	2,296	2,840	2,920	3,456
DETROIT	2,076	2,256	1,728	1,512	2,840		2,920	4,508	2,116	3,028	2,100	1,928	3,964	1,820	4,612	4,508	1,820
HOUSTON	2,188	3,700	2,740	2,644	2,508	2,920		3,300	1,820	2,728	3,472	3,248	2,644	2,204	3,868	4,408	3,068
LOS ANGELES	4,320	5,140	4,312	4,408	2,548	4,508	3,300		3,728	4,840	5,072	4,920	1,764	3,824		2,724	4,836
MEMPHIS	1,640	2,972	1,956	1,848	2,548	2,116	1,820	3,728		2,452	2,760	2,532	3,152	1,612	4,280	4,508	2,336
MIAMI	1,976	3,220	3,108	2,644	4,112	2,988	2,728	4,840	2,452		3,020	2,808	4,428	2,768	5,128	5,312	2,548
NEW YORK	2,396	1,832	2,496	2,060	3,788	2,176	3,472	5,072	2,760	3,060		1,676	4,720	2,568	5,204	5,124	1,824
PHILADELPHIA	2,216	1,804	2,324	1,772	3,552	2,044	3,248	4,920	2,532	2,848	1,676		4,560	2,376	5,092	5,012	1,624
PHOENIX	3,672	4,776	3,732	3,828	2,164	3,964	2,644	1,456	3,152	4,428	4,720	4,560		3,208	2,124	3,152	4,468
ST. LOUIS	1,820	2,736	1,732	1,660	2,296	1,820	2,204	3,824	1,612	2,768	2,568	2,376	3,208		4,280	4,280	2,244
SAN FRANCISCO	4,704	5,232	4,456	4,620	2,840	4,612	3,868		4,280	5,128	5,204	5,092	2,124	4,280		2,276	5,024
SEATTLE	4,788	5,140	4,312	4,520	2,920	4,508	4,408	2,724	4,508	5,312	5,124	5,012	3,152	4,280	2,276		4,880
WASHINGTON, DC	1,976	1,720	2,212	1,640	3,456	1,820	3,068	4,836	2,336	2,548	1,688	1,496	4,468	2,244	5,024	4,880	

Note: Charges stated in dollars, based on average move of 8,000 lb. Excludes packing and other charges which may vary within the areas indicated, depending upon origin of move. It should be noted that because moving rates are calculated from the city of origin, costs between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges from the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices have been reported. Fuel costs included in transportation rates.

Source: Sales & Marketing Management survey.

TABLE VI-14

Standard and economy car-rental rates

City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
Northeast		
Albany	$53.35	$48.00
Boston	70.25	61.00
Bridgeport-Stamford-Norwalk-Danbury	56.50	39.00
Buffalo	65.00	52.00
Harrisburg	58.00	39.00
Hartford	56.90	48.00
Jersey City	N.A.	N.A.
Long Branch	N.A.	N.A.
Nassau-Suffolk	N.A.	N.A.
Newark	61.90	48.00
New Bedford	N.A.	N.A.
New Brunswick	N.A.	N.A.
New Haven	43.65/18¢[1]	40.00
New York	68.90	55.00
Philadelphia	61.25	50.00
Pittsburgh	58.25	49.00
Providence	55.00	43.00/41¢
Rochester	57.65	46.00
Springfield, MA	50.35	50.00
Syracuse	53.90	41.00
Worcester	49.00	32.00
Average	**$57.50/N.A.P.**	**$46.30/N.A.P.**
Midwest		
Akron	$49.00	$47.00
Canton	N.A.	N.A.
Chicago	60.90	50.00
Cincinnati	52.25	44.00
Cleveland	60.95	51.00
Columbus	50.30	42.00
Dayton	54.60	48.00
Des Moines	42.35/12¢[2]	42.00
Detroit	56.90	48.00
Grand Rapids	N.A.	N.A.
Indianapolis	59.95	53.00
Kansas City, MO	51.30	45.00
Milwaukee	49.35	41.00
Minneapolis-St. Paul	49.25	43.00/20¢
Omaha	51.60	47.00
St. Louis	47.95	44.00
Springfield, IL	50.00	N.A.
Toledo	46.65	46.00
Wichita	43.35	40.00
Average	**$51.55/N.A.P.**	**$45.70/N.A.P.**
South		
Atlanta	$51.60	$43.00
Austin	44.35	44.00
Baltimore	64.60	52.00
Birmingham	51.60	40.00
Charlotte	51.90	43.00

City Or Metro Area	Average Standard Rates $ Per Day/ c Per Mile	Economy Rates $ Per Day/ c Per Mile
Dallas	$52.30	$45.00
Fort Worth-Arlington	54.90	N.A.
Fort Lauderdale	49.25	N.A.
Greensboro	50.90	N.A.
Houston	54.90	47.00
Jacksonville	47.25	41.00
Little Rock	46.00 29c[1]	44.00
Louisville	55.90	40.00
Memphis	48.95	44.00
Miami	41.25	33.00
Nashville	51.95	43.00
New Orleans	55.25	45.00
Norfolk	46.60	43.00
Oklahoma City	49.65	47.00
Orlando	45.25	34.00
San Antonio	42.35	40.00
Tampa	41.00	37.00
Tulsa	55.90	N.A.
Washington, DC	63.25	52.00
Wilmington	49.65	38.00
West Palm Beach	42.60	N.A.
Average	**$50.35 N.A.P.**	**$40.70**
West		
Albuquerque	$46.60	$40.00
Anaheim	54.90	N.A.
Boulder	N.A.	N.A.
Denver	50.00 37[2]	48.00
Fresno	57.60	51.00
Honolulu	39.00	33.00
Las Vegas	$53.65	$38.00
Los Angeles	52.95	50.00
Oakland	52.60	N.A.
Oxnard	N.A.	N.A.
Phoenix	42.35 31c[2]	39.00
Portland	49.90	43.00
Riverside	53.95	N.A.
Sacramento	57.25	50.00
Salt Lake City	54.65	48.00
San Diego	53.30	49.00
San Francisco	50.35	46.00
San Jose	52.60	46.00
Seattle	48.60	44.00
Tucson	44.65	34.00
Average	**$50.84/N.A.P.**	**$43.95**

[1]Denotes city in which Avis does not include unlimited mileage.
[2]Denotes city in which National rates do not include unlimited mileage.
N.A.P.—Not Applicable due to varying rate structures.
N.A.—Not Available.
Notes: Average standard and economy rates are obtained from a National Car Rental System, Inc. survey and from a Runzheimer survey of auto-rental costs. Rates in all cities were not available, those are denoted with N.A. No Canadian rates were available. Rates are applicable to a basic sedan such as a Fairmont or Citation and do not include gasoline. Rates shown here are the commonly used nondiscountable "dry rates" (no gas). When comparing regional average standard and economy rates, allowance must be made for the fact that the charges include free mileage from 100 miles to unlimited.

Hertz rates include unlimited mileage and National and Avis rates include unlimited mileage except as noted above. Where applicable, excess mileage rates are shown.
Source: Sales & Marketing Management survey.

SENSE.

Commonsense tells you it's cheaper to pay salesmen mileage allowance than to lease cars, right?

Wrong.

Wheelsense correctly says paying mileage allowance really amounts to leasing cars from your salesmen at retail rates. That just doesn't make sense when you could be leasing new cars from Wheels at wholesale rates...saving up to $500 per year per car.

Consider, too, that fleet leasing cuts salesmen's downtime, so they spend more time making more calls. It avoids mileage allowance debates...keeps your people in new cars that boost morale—and your company image.

It makes good sense—Wheelsense—to send for our brochure *"Fleet Leasing or Paying Salesmen's Mileage."* It's not retail or wholesale. It's free.

WHEELS inc.

Business moves better with Wheels
6200 N. Western Ave., Chicago, IL 60659

Since 1939
312-465-8600
Dept. SMM-2

Send me "Fleet Leasing or Paying Salesmen's Mileage" brochure.
We operate # _____ Cars # _____ Trucks
☐ Leased ☐ Company owned ☐ Salesmen owned.

NAME _____
COMPANY _____
ADDRESS _____
CITY/STATE/ZIP _____
PHONE ( ) _____
Area Code